

FINANCIAL TIMES

MEXICO Sets out to win back investment Page 8

No.30,852

Thursday May 25 1989

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World News Business Summary

Alfonsin accused of creating faction

Argentina's President Raul Alfonsin was accused by members of his Radical Party of handing over authority to an internal party faction composed of "an irresponsible group greedy for power."

Pressure on Wright Jim Wright, Speaker of the US House of Representatives, may step down temporarily during the final phase of the inquiry into his financial dealings.

War criminal caught Paul Touvier, one of the last French collaborators wanted for war crimes committed during the Nazi occupation, was arrested.

Japanese N-probe Japanese police are investigating allegations that a Tokyo company bought US material used in nuclear reactors and re-exported it illegally to East Germany.

Walesa demand Lech Walesa, Solidarity leader, reaffirmed demands for the legislation of NZS, Poland's independent students' association.

Arab League debate Arab League summit in Morocco is working towards solving the crises in Lebanon and the occupied West Bank.

French arms cuts Some major French conventional weapons programmes will be stretched over time or scaled down.

Soviet-Afghan aid Soviet Union poured fresh supplies of tanks and artillery into Kabul in support of Afghan Government.

Panamanian fraud Candidate in Panama's nullified presidential elections said vote fraud was committed by both pro- and anti-government parties.

German travel fears Fears mounted that East Germans may soon be barred from travelling to Hungary as a result of its removal of border fences to Austria.

Parisian fair rent France's socialist government introduced a new housing law designed to brake the recent increases in rents of flats in Paris.

Chilean beatings West German TV journalist and two Chilean aides were beaten by several men who blocked them from approaching a secretive German colony in southern Chile.

Bosporus blocked Soviet freighter ran aground in the Bosporus, Turkey, forcing a nine-hour closure of the entrance to the Black Sea.

Korean unrest Scores were injured in sporadic protests in South Korea's Kwangju city as citizens and students commemorated a 1989 civil uprising.

Seaman killed British merchant seaman was killed when he was struck by lightning in a storm which cut off power supplies to 6,000 UK homes.

Carlton to make agreed offer to buy UEI

Carlton Communications, the UK television services company, has made its second large acquisition in a year with an agreed offer for UEI, the UK digital processing and engineering company.

FRANCE announced it would wipe out the public debt owed to it by the world's poorest countries.

BBS, British Satellite Broadcasting, satellite TV consortium, is to delay its launch because of technical difficulties.

PHILIPS, Dutch electronics manufacturing giant, plans to extend its operations in the Far East by joining Namsung of South Korea.

LORREO, international conglomerate, won the first stage in its defence against accusations of contempt of Britain's House of Lords.

OIL: Spot market oil prices rose again in response to news of a fall in US stocks and fresh refinery demand in Europe.

BRITISH AEROSPACE, UK aircraft manufacturer, launched a \$20m project for its first new commercial aircraft for four years.

PT NUSANTARA (IPTN), Indonesia's state owned aircraft company, signed an airworthiness agreement to clear the way for US sales of its aircraft.

XEROX CORPORATION, US computer company, intends to seek licensing agreements with other makers covering its original graphical interface technology.

NEW STRAITS Times Press, Malaysia's biggest largest media group, reported a 42 per cent drop in group operating profits to \$2.3m.

NEC, Japanese electronics giant, has made an aggressive effort to break into the \$2bn US home video game market.

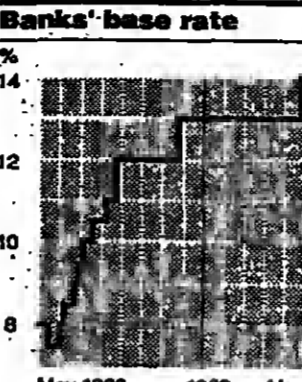
ALAN BOND, the Australian entrepreneur who is restructuring the Bond Corporation, is negotiating further asset sales and other transactions designed to counter the financial pressures on his empire.

PERKINS FOODS, UK food manufacturing group, bought two Dutch companies, Champignons and the Van der Made.

UK raises interest rates to 14% in bid to stem pound slide

By Simon Holberton and Philip Stephens in London

THE British Government acted yesterday to try to forestall a slump in the value of the pound by raising interest rates to 14 per cent, their highest level since January 1988. Mr Nigel Lawson, the Chancellor, said the decision to raise rates by one percentage point underlined the Government's determination to take no risks with inflation.



base lending rates from 13 to 14 per cent. Leading building societies said they were unlikely, however, to follow the banks' move immediately with an increase in their mortgage lending rates.

The rise in borrowing costs - which seems unlikely to affect home loan rates for the present - prompted a barrage of attacks on the Government's economic strategy from the opposition Labour Party which sees in the Government's economic problems an opportunity to consolidate its recent political revival.

The pound closed in London 4 1/2 per cent higher against the D-Mark at DM3.1550 and slightly up against the dollar at \$1.5685. The FT-SE 100-Share Index closed 18.9 lower at 2,132.7.

Analysts said they were unsure whether the rise in interest rates would be enough to preserve sterling's value. They said much depended on today's trade figures for April. If the current account deficit was much worse than the market expectation of \$1.75bn (\$2.74bn), sterling could face renewed selling pressure, they said.

Rush of corporate bids increases pressure in City

By Clive Wolman, in London

AN unco-ordinated rush of corporate announcements involving four separate capital raising exercises and bids in London yesterday led to intense pressure - and confusion - among City investment managers and stockbroking salesmen.

Mr Peter Scott, of Gartmore Investment Management, said: "There were so many things happening that a lot of fund managers did not have time to pay attention to what the market was doing."

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La Générale unveils offer to sell 11 per cent of capital

By Tim Dickson in Brussels

BRUXELLES' biggest ever offer for sale was unveiled yesterday as the top management of Société Générale de Belgique launched a major campaign to sell the virtues of their company to international investors.

Almost exactly a year after the closing stages of the hectic takeover attempt by Italian businessman Mr Carlo De Benedetti, the Franco-Belgian shareholders who successfully fought off his determined assault announced that 11 per cent of La Générale's capital would be placed on the market in an operation planned for the end of next month (June 26 to 30).

As Viscount Etienne Davignon, La Générale's ever ubiquitous chairman, said in a speech at Carmoy, the shipyard-Midland Bank director brought in as chief executive, both conceded yesterday, the main challenge for the group will be to convince the market that the medium term outlook is in line with the progression from ERM to ERM20 last year (notwithstanding net losses after restructuring costs) and a forecast operating result of BF1.5bn this year.

MARKETS table with columns for DAX Index, Sterling, and Stock Indices (New York, Dow Jones, S&P 500).

CONTENTS table listing various articles and their page numbers: Cleaning out the mafia's money laundry, Japanese Stage set for Nakasone to walk tight-rope, etc.

Battle lines drawn as Li Peng gains military backing

By Peter Ellingsen in Peking and Steven Butler in London

THE political crisis in Peking intensified yesterday amid signs that Li Peng, China's embattled Prime Minister, was rallying military support behind him.

Bush welcomes Soviet plans for arms cuts

By Lionel Barber in Washington

PRESIDENT George Bush yesterday welcomed Soviet proposals for cutting tanks, artillery and troops and said the conventional arms talks in Vienna offered the opportunity to transform the military landscape in Europe.



Bush: striking a more positive tone towards Gorbachev

Mr Bush, striking a more positive tone towards Mr Gorbachev's arms control proposals, said the Soviets were forthcoming in meeting NATO demands for the Warsaw Pact to reduce its huge superiority in conventional arms.

"committed, when ready" to employ a comprehensive defensive system against ballistic missiles - the Strategic Defence Initiative.

Mr Bush said he supported President Gorbachev's pledge to cut its forces unilaterally in Eastern Europe, outlined last year in New York. "If implemented, these steps will help reduce the threat of a surprise attack."

Mr Richard von Weizsäcker, the West German President, yesterday called on the West to help advance "a breathtaking reforms in the Soviet Union and warned that the new chance of an 'ordered peace' in Europe might not be repeated, writes David Marsh in Paris.

Late at night crowds again jeweled the streets, shouting anti-Li Peng slogans and gathering on crossroads in case

Mr Weizsäcker was addressing a packed audience of the country's political establishment.

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EUROPEAN NEWS

UK takes hard line in spy row with Moscow

By Robert Mauthner in London and Edward Mortimer in Moscow

BRITAIN made it clear yesterday that it would not bow to what it considers unacceptable Soviet demands for a reduction in the number of British nationals and Soviet staff of British organisations in Moscow and hinted that it would retaliate if the Soviet Union stuck to its guns.

Officials said "the ball was now in the Soviet court," after a British Embassy official in Moscow had informed the Soviet Foreign Ministry that the figures given by the Soviets of the number of people employed by British and Soviet organisations in each other's capitals were incorrect.

The two countries have been involved in a tit-for-tat dispute over intelligence gathering activities in which the Soviet Union retaliated against Britain's expulsion of 11 Soviet diplomats and journalists with an identical measure.

The Soviet Union subsequently informed Britain that the number of Britons and Soviet citizens employed in Moscow should be cut from 374 to 205, the same level as the

British ceiling for Soviet official representatives in London. Britain, however, said that Soviet organisations in London employed some 400 British nationals in addition to 205 Soviet citizens. The Soviets were therefore not comparing like with like.

"It's not our problem at all. We suggest abolishing the quotas." Such was the reply tirelessly repeated yesterday by Mr Gennadi Gerasimov, the Soviet Foreign Ministry spokesman, to a barrage of questions about the quota to be imposed on employees of British institutions in Moscow.

"The quota of 205 was invented by the British," Mr Gerasimov insisted. He agreed this quota was applied by the UK only to Soviet nationals, but claimed the new Soviet quota was none the less strictly reciprocal, because instead of employing UK support staff the Soviet government employed Soviet citizens in London "and we pay them according to Soviet standards" - in practice, below the London market rate.

Deutsche Bank acquisitions predicted in UK and France

By Peter Norman in St Gallen, Switzerland

DEUTSCHE BANK AG is on the lookout for acquisitions in Britain and France, Mr Alfred Herrhausen, chief executive, said yesterday.

He told the International Management Symposium at the University of St Gallen that the bank was represented only in London and Paris and Manchester and Strasbourg.

This was insufficient if the bank wanted to satisfy its goal of being a truly European bank.

Mr Herrhausen said the bank's plan to build up a European banking network offering retail banking services was an ambitious project. But it was not Deutsche Bank's goal to match the market shares of the leading banks in Britain and France.

He stressed that Deutsche Bank's European plans were not motivated by prestige. Profitability would remain a key determinant for all concrete decisions, he added.

Deutsche Bank began its expansion in Europe with the purchase of Banca d'America e d'Italia, which controls a network of 100 branches in Italy. It recently acquired a majority stake in Banco Comercial Transatlantico with 104 branches in Spain.

Arid sands close in on an embattled Ozal

Jim Bodgener, in Ankara, looks at Turkey's prospects of finding industrial peace

TURKEY'S Prime Minister, Mr Turgut Ozal, is still putting on a brave face two months after the disastrous showing of his ruling Motherland Party in the March local elections.

An ambitious Sixth Five Year Development Plan was introduced on May 10 - and the following week, the premier attempted to appease militant public sector trade unions in personally conducted negotiations.

The moderate old-guard leadership of the main trades union confederation Turk-Is has accepted across the board biannual offer of 142 per cent this year and 37.5 per cent the next, which back-peddled substantially on Mr Ozal's previous determination to stick to around 120 per cent.

However, there is still considerable dissatisfaction with even this among the 600,000 public sector workers whose biannual contracts come up for renewal this year - and around 24,000 steelworkers in a union unaffiliated with Turk-Is are still on strike.

Hard at the heels of the government and the Turk-Is leadership is also floor militancy, sharpened by bloody May Day clashes with security forces during illegal demonstrations in Istanbul.

More equitable income distribution through industrialisa-



Street clashes in Istanbul earlier this month following the funeral of a victim of the May Day demonstrations

tion is the plan's aim, together with increasing social welfare. Free market principles will continue, while the private sector will be encouraged further, and overheated infrastructural spending will be curbed.

A rapid development strategy - economic growth of 8.5 per cent and 10 per cent inflation by 1994 - will be achieved by a "harmonised domestic and foreign increase in demand."

World Bank president Mr Barber Conable, on a visit to Ankara last week, commented that he found the target a little ambitious and that it was important such a goal did not contribute to instability.

But he recognised Ozal had legitimate concerns about unemployment and the need for the economy to provide more resources for the people. Yet the plan masks divisions in government which follow

the local election defeat for the ruling Motherland Party (ANAP). Although there is general agreement that inflation is the number one enemy.

An original version of the plan by the State Planning Organisation (SPO) painted a bleaker picture of the economy's performance in recent years. It had picked on a more unequal distribution of income, plus a decline in low income groups' real earnings.

The ignominy of the local election defeat has widened internal rifts within ANAP, particularly between the liberals and Islamic fundamentalists in an amorphous "holy alliance" with right wing nationalists.

It controls the party's grassroots caucuses, and has the sympathy of roughly a quarter of ANAP's 288-seat majority in the 450-member parliament. The leader of the alliance's fundamentalist wing, Mr Mehmet Koceler, now openly opposes Mr Ozal within ANAP's parliamentary group.

If Mr Ozal were to step down, Mr Koceler told the FT in a recent interview - and then ANAP might fuse in a general election with the other conservative parliamentary grouping, the True Path Party (DYP) led by former Premier Sulayman Demirel. Unresolved for Mr Ozal too is

the November parliamentary selection of a replacement for President Kenan Evren. Both the main opposition Social Democratic Populist Party (SHP) and the DYP demand early general elections before hand, preferably in September.

They claim ANAP no longer has a sufficient popular mandate for its 288-seat majority in the 450-member parliament. But for the moment Mr Ozal has not budged - he may attempt to exclude the DYP by seeking a consensus choice of candidate with the SHP, which also needs time.

In the government's embattled economic and political predicament, the improving current account provides some comfort - the trend this year is towards another surplus, of upwards of \$500m.

But these hopes could run into the arid sands of a severe drought. Already about 10-15 per cent of the wheat crop, and about 50 per cent of the rice harvest has been lost, say officials.

Lower agricultural output might relieve the treasury of some lira cash payments to farmers, but will be expensive in foreign exchange. And the drought might also present Ozal with the Hobson's choice of either increasing the price of either increasing the price of or alienating farmers hit by price stabilisation imports.

France to write off poor countries debt

By George Graham in Paris

PRESIDENT François Mitterrand yesterday announced that France planned to wipe out the public debt of the world's poorest countries.

Arriving at the summit meeting of French-speaking countries in Dakar, Senegal, Mr Mitterrand said France would write off the debts owed it by 35 of the poorest countries. The measure is expected to cancel some FF16bn (\$2.34bn) of debt.

Industrial nations agreed at last year's Group of Seven summit meeting in Toronto on a package of measures aimed at helping the poorest nations, mostly in Africa, who have in many cases become totally incapable of repaying their debt under the burden of collapsing world prices for their exports, mostly agricultural crops.

Those measures, already applied to a number of countries, such as Mali, gave creditor nations a choice between cancelling a third of their public debt, cutting interest rates below market levels, or rescheduling repayments over periods as long as 25 years.

France has already put forward proposals similar to those of Mr Nicholas Brady, the US Treasury Secretary, for dealing with the debt of middle-income countries.

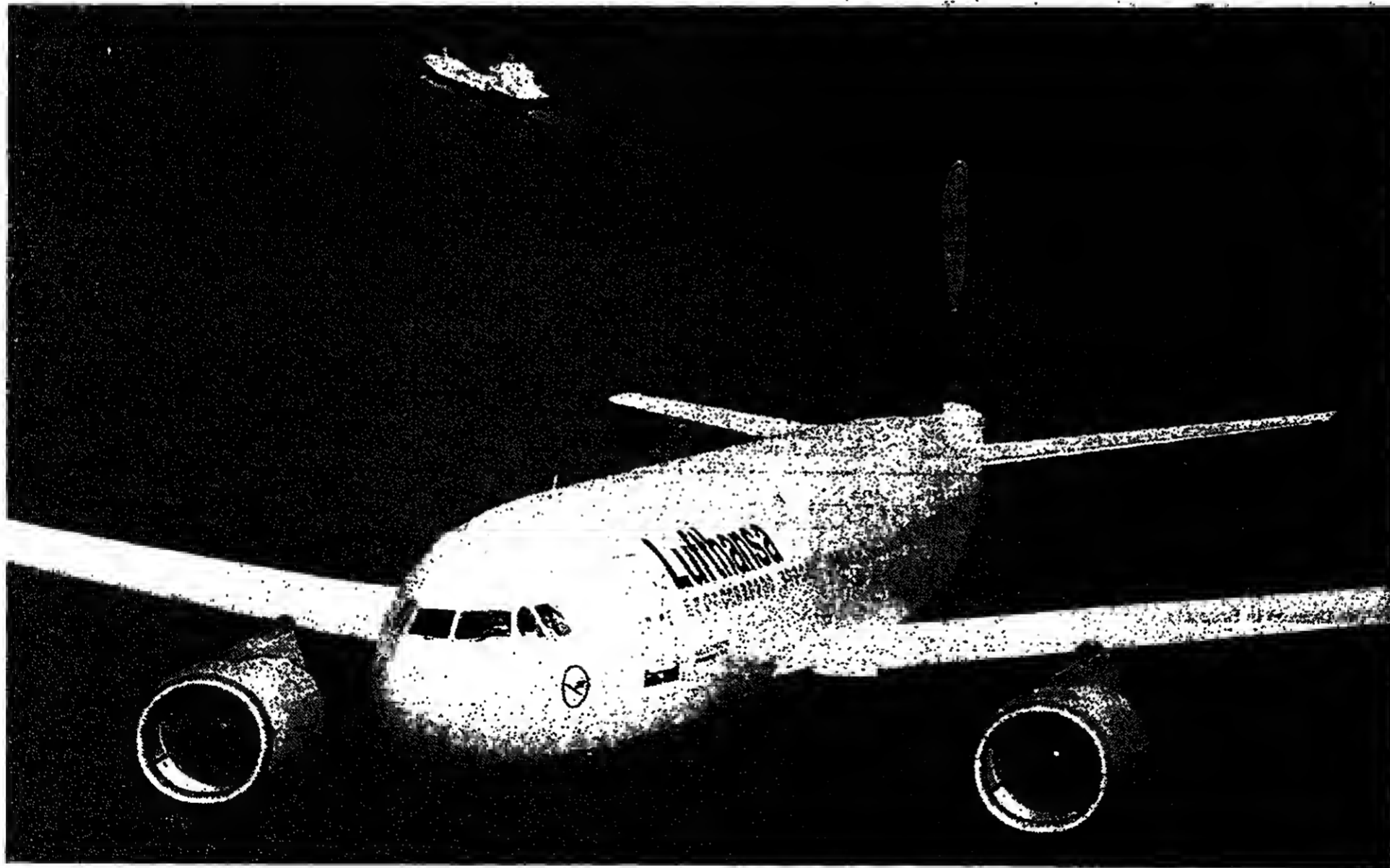
Many African leaders have complained that the measures were still insufficient, but countries such as the US have resisted calls for outright debt cancellations. Bankers, too, have feared that debt forgiveness could set a precedent for negotiations with middle-income debtor nations in Latin America.

Reuters adds from Dakar: Senegal's President Abdou Diouf, host of the three-day francophone summit, said that Mr Mitterrand's announcement was the event of the meeting.

Canada announced a similar debt write-off in 1987 when it hosted a francophone summit. Mr Mitterrand said he would announce a debt relief plan for less poor Third World countries at the G7 summit of industrialised countries in Paris in July. This would entail creation of a multilateral fund to allow for a debt-for-stock swap and guaranteed interest rates, he said.

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You'll hear even less of us in the future.



Although the number of aircraft in our fleet increases from year to year, you'll hear even less of us in the future. However, this is no coincidence. It is planning. By the end of 1992, we will have invested over 10 billion deutschmarks in our fleet. So that it is not only one of the most up-to-date in the world, but also one of the quietest. However, in keeping with the German

tradition of thoroughness, we do even more. Lufthansa was one of the first airlines to develop noise reduction take-off and landing procedures and we are still working to perfect them. Hence, although we will be flying to more and more destinations with an increasing number of aircraft, you are going to hear even less of us in the future.

 **Lufthansa**

Pollution conundrum for Brussels

By Tim Dickson in Brussels

THE European Commission is facing a delicate decision over how to deal with the Dutch Government's defiant attempts to encourage "cleaner" cars.

The issue has taken on a new significance in the wake of the British Government's U-turn on car emission standards, confirmed yesterday by Mr Nicholas Ridley, the UK Environment Secretary.

Under its new policy Britain has agreed to support the revised Brussels plan for a move to higher "US style" small car pollution norms by 1993 - but only on condition that interim national measures such as those being pursued from The Hague are clearly outlawed by the Community.

Largely as a result of firm pressure from the French Government, the Commission has begun legal proceedings against the Dutch on the grounds that their tax credit scheme directs consumers in favour of models fitted with catalytic converters, and thus hinders the free circulation of goods as enshrined in Article 30 of the Treaty of Rome.

Officials in Brussels, however, admit that this was a blatantly political device to reach a consensus among member states at an earlier stage in the debate, and Commission legal experts now openly doubt whether they have a strong enough case to convince the judges in the European Court.

Steelmakers aim to match Japanese

By Peter Norman

EUROPEAN steel producers will step up transnational investment in a bid to match Japanese standards of steel production, Sir Robert Schley, chairman of British Steel PLC, predicted yesterday.

He told the International Management Symposium at Gallen University that the restructuring of the European steel industry had been too slow and would have to continue.

There was still an excess of steelmaking and finishing capacity in relation to normal demand levels, he said. And he pointed to a substantial tonnage of capacity that was obsolescent and would not be competitive.

Transnational investment would be needed to avoid overcapacity in the future and a Japanese takeover of the industry.

Sir Robert noted that in the US, where Japanese had failed to invest in high quality production capacity, Japanese producers had already acquired two US steel firms.

He warned that most analysts did not expect a significant growth in demand for the European Community's steel in the medium term. And this was despite hopes that the range of applications for steel would widen.

FINANCIAL TIMES

Published by the Financial Times (Europe) Ltd, Frankfurt Branch, represented by E. Hugo, Frankfurt/Main, and, as members of the Board of Directors, F. Barlow, R.A.F. McCreedy, Palmer, London, M.C. Gorman, D.E.P. Societys-Druckers-Gesellschaft, Frankfurt/Main. Responsible editor: Sir Geoffrey Owen. Financial Times, Number One Southwark Bridge, London SE1 9PL. © The Financial Times Ltd, 1989.

Correction Polish cities

In the Financial Times 6-page survey on Poland, which appears today, the map identifies two cities that are incorrectly spelt. The city of Bydgosz is identified in error as Bromberg, and the city of Kolobrzeg shown wrongly as Kolberg.

FINANCIAL TIMES, USPS No 190640, published daily except Sundays and holidays. US subscription rates \$365.00 per annum. Second-class postage paid at New York NY and at additional mailing offices. POSTMASTER: Send address change to: FINANCIAL TIMES, 14 East 60th Street, New York, NY 10022.

Financial Times (Scandinavia) Ltd, Ostergade 44, DK-1100 Copenhagen-K, Denmark. Telephone (01) 13 44 41. Fax (01) 935335.

Nuclear weapons escape cuts in French defence

By Ian Davidson in Paris

A NUMBER of major French conventional weapons programmes will be stretched over time or scaled down in numbers, as a result of the slow-down in planned defence equipment expenditure announced yesterday by the Presidency.

In addition, the budgetary savings will probably be reflected in a shrinking of the size of France's conventional forces, senior officials indicated. As President Francois Mitterrand said last Thursday, the total volume of defence equipment spending, which was to have been around FF470bn (€43.7bn) over the next four years in line with the 1987 medium term defence plan, will now be reduced by some FF25bn.

None of France's nuclear weapons programmes will be affected by the budget cut-backs. The first of the new-generation nuclear missile submarines will still come into service in 1994 as previously scheduled, while the Hades anti-strategic missile will come into service in 1992.

At the height of the internal government debates over the budget cut-backs, there had been some question whether the total Hades order would remain 120 missiles or be cut to 85, though in public the government has never been committed to an official number. The detailed repercussions of the budget cut-back on the conventional weapons programmes have not been announced, however, because they have still to be decided by the government.

Highly-placed officials suggest, however, that the Defence Ministry is bound to consider some of the following options:

French housing law aims to slow Paris rent rises

By Our Correspondent in Paris

FRANCE'S socialist government has introduced a housing law designed to slow down the recent sharp increases in the rents of flats in Paris.

Adopted in first reading by the National Assembly this week, it is a partial reversal of the liberalising housing law passed by the previous Gaullist government of Mr Jacques Chirac. It is intended to make it more difficult for landlords to evict tenants, will limit annual rent increases to the rate of inflation (in place of the more-rapidly rising index of building costs), and will in principle restrict the rents of new leases to levels currently practiced in the same neighbourhood.

In addition the law has been stiffened by a last-minute amendment introduced by Socialist members of the National Assembly, which will give the government the power to fix by decree the movement of rents in areas where the situation is "abnormal" (i.e. in Paris).

Last year average rents in France rose by 6.5 per cent, with faster increases in a number of major urban centres; the increase was steepest in Paris, where average rents rose by 8.7 per cent.

The new law may enhance the protection available to people who already live inside the Paris city limits, but it seems

unlikely to put any significant brake on the rapid increase in the value of residential property, nor to prevent, in the long run, rents reflecting supply and demand.

Over the past five years, according to the latest figures published by the National Statistical Institute, the average price of a flat in Paris has doubled in nominal terms, or by over 80 per cent in constant francs.

Last year the rate of increase in the price of flats accelerated, to over 25 per cent compared with 1987, the sharpest increase since 1980. The most expensive district, the XVII^e Arrondissement, in the West between the Seine and the Bois de Boulogne, where the average flat sells for FF26,000 per square metre.

One consequence of the pressure of demand for flats in Paris is that old apartments increasingly get broken up into smaller and smaller units. The property pages of the newspapers show that the vast majority of apartments on offer are either studios or one-bedroom flats, whereas family flats are comparatively hard to come by.

Given the rate of increase in property prices, it is not entirely surprising that around 120,000 flats, or about one tenth of all flats in Paris are vacant, according to a recent estimate.

E Germany may ban travel to Hungary

By Leslie Collin

FEARS are mounting that East Germans may soon be barred from travelling to Hungary as a result of its recent removal of border fences to Austria.

Hungary is East Germany's most popular holiday destination and nearly 1.6m visited last year. West German officials said this week that a growing number of East Germans tried to escape through Hungary in recent weeks but were caught near the border.

Four kilometres of fence on the Hungarian border to Austria were torn down earlier this month. The entire 120 kilometres of border fence is to be removed by 1991. The fence is no longer needed because Hungarian citizens are allowed to travel freely to the West.

West German officials have tried to discourage potential East German escapees in recent interviews. But it was feared that many more East Germans may try to escape during the summer holidays.

This could force the East German authorities to halt travel to Hungary which would be highly unpopular as travel even within Eastern Europe is restricted. Most East Germans are not allowed to travel to Poland and travel to Czechoslovakia is made difficult because of the very small amount of Czechoslovak currency East Germans can buy.

Walesa steps into row over students group

By Christopher Bobinski in Warsaw

MR LECH WALESZA, the Solidarity leader, yesterday reaffirmed demands for the legalisation of NZS, Poland's independent students' association, as protests continued at several universities over a court's refusal on Tuesday to legalise the group.

The authorities are insisting NZS drops the right to strike from its statute and replaces it with the right to protest before the 30,000-member association can be registered.

Meanwhile, Polish television has censored a Solidarity programme in a sign of growing official nervousness about the outcome of national elections on June 4, when official polls suggest that voter turnout will be high and support for official candidates low.

The authorities have said the programme - a 45-minute broadcast by Solidarity on legal issues - would not promote harmonious co-operation between the authorities and the opposition. Solidarity yesterday tended to downplay the issue.

This week Mr Stanislaw Kwiatkowski, the head of the government's opinion poll unit, said that 84 per cent of the electorate intend to vote on June 4 and that a mere 12 per cent would be supporting official candidates.

Occhetto refuses to name a date

WHEN Mr Achille Occhetto

ordered an American coffee yesterday more than one was ready to observe that perhaps Italy's Communist leader had succumbed to the fatal attractions of capitalism during his visit last week to the US, writes our Rome Correspondent. But such speculations are out of date now that the modern Italian Communist Party (PCI) has embraced the market, the western alliance and European social democratic values.

As the first leader of his party ever to visit the US in an official capacity, Mr Occhetto did, however, encounter a fair amount of perplexity among Congressional leaders. Why did not this political sheep abandon its wolf's name? he was asked.

He had tried to explain in the US "the name does not identify us with the East bloc nor associate us with any model of real Communism."

The opportunity for a name change, he suggested, arises with the prospect of creating a united political force on the left in Italy - a statement which suggests he is prepared to bargain away the party's name in any distant negotiations with his arch rival for left leadership, Mr Bettino Craxi, secretary of the Italian Socialist Party.

Cleaning out the mafia's money laundry

John Wyles on Italian moves to curb the mafia's freedom to recycle its drug revenue

ORGANISED crime has been making fabulous profits out of drug trafficking for nearly 20 years, yet until recently the contemptuous ease with which the mafia and other organisations have been able to recycle their torrent of earnings has received little attention.

Indeed, many still do not accept that the phenomenon may be as socially dangerous as the products which created it. These doubts are less strong in Italy which, as the birthplace of the mafia, has long experience of the polluting effects of organised crime on the legitimate economy.

Here, there is an understanding that the financial and political power of billions of dollars of annual drug profits is a serious threat to the safety of the national and international banking systems.

Mr Carlo Azeglio Ciampi, the much-respected governor of the Bank of Italy, is now seizing every opportunity to warn of the dangers of mafia infiltration, not only of financially shaky banks in the south of Italy, and also of the need to organise EC-wide banking procedures against an essentially international problem. But there is a feeling in Rome that not everyone in Europe is listening. In Brussels, for example, the European Commission has not yet noticed that the

lifting of restrictions on the free movement of capital between eight EC countries from July next year may make the task of recycling dirty money easier.

Ciampi told the Italian Parliament anti-mafia committee that profits from drug trafficking are so huge - some estimates run to \$500bn (€220bn) a year worldwide - that organised crime is compromising "the stability and development of entire regions and of states."

Outside Italy, four financially significant countries are beginning to face up to the banking aspects of the problem of recycling the US and Canada, the UK and, most recently Switzerland. All have passed, or are preparing, legislation which punishes those who knowingly participate in the conversion and transfer of illegal profits, or who hide the origin or ownership of illicit funds. These countries are also seeking laws to identify authors of large transactions through the banking system, to enable investigators to trace the flow of illegal funds.

Others seem less inclined to take measures. France, Germany and Japan still lack such legislation, although they have endorsed the "Declaration of Basle" of last December. This was framed by banking officials from 12 countries and urged banks to co-operate with



Carlo Azeglio Ciampi giving mafia warnings

investigations into recycling as far as national secrecy laws allow, to refuse assistance to clients seeking to withhold information or to mislead the authorities, and to refuse services and close accounts where there are "reasonable" grounds for believing that funds derive from a criminal activity.

Encouraged by its central bank, the Italian Bankers' Association has followed up a set of detailed guidelines designed to identify the authors of cash transactions above L10m (€3,300). This initiative followed swiftly on a sequence of clamorous declarations which appeared uncoordinated but which combined to

raise public awareness.

First came Governor Ciampi's warnings to the anti-mafia committee, then a report to the same committee from Slade, a branch of the Italian secret service, which pointed to mafia penetration of small and medium sized businesses, and within days another report from the tax and customs police, the Guardia di Finanza, warning of the threat posed by mafia funds to the banking system, the stock exchange and other economic activities.

Most mafia experts say that these reports add little to the sum of human knowledge: it is known that the mafia exploits weak banks in Calabria, Campania and Sicily for recycling and other purposes, that the mafia creates fictitious exports of citrus or gold products against which to import its laundered money and that casinos around the world play an important recycling role.

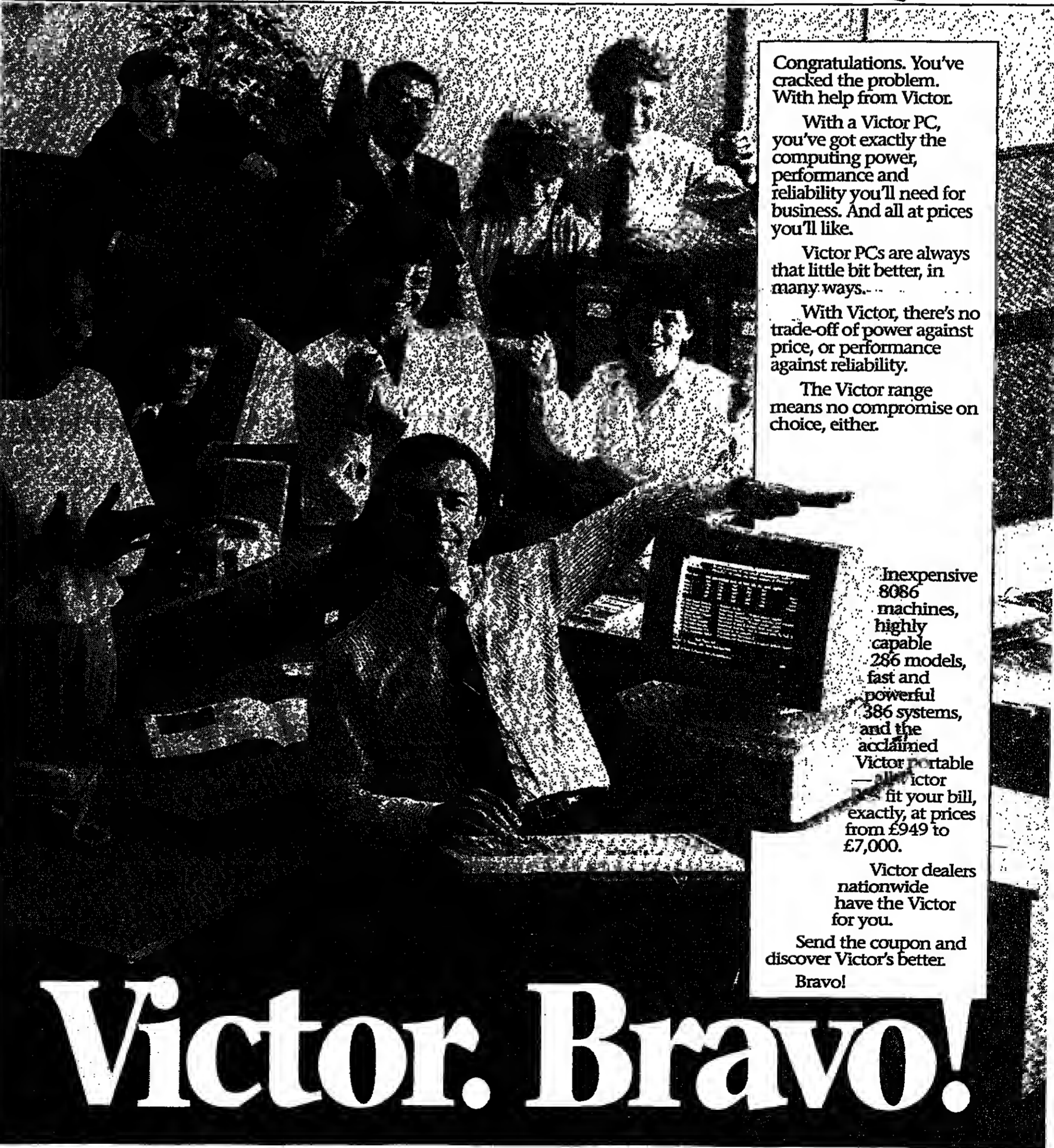
The Abi initiative has no backing in law and its effectiveness will depend on the highly uneven quality of management in the Italian banking system. The Bank of Italy wants this sector to be legally regulated by a law which should also declare recycling to be a general crime - at the moment the prohibition is specifically linked to proceeds from extortion and kidnapping.

There is also the perennial problem in Italy of poor understanding and co-ordination between the authorities. Banking is not covered by a secrecy law when it comes to investigations by the Guardia di Finanza or the magistratura which has powers to sequester assets deriving from mafia activities. But it is not certain that either really knows what it is looking for when it tries to examine flows of funds.

Finally, there is the question of mafia investment and its impact. Pino Arlacchi, one of Italy's leading experts on the problem has written that mafia investment in the legitimate economy drives non-mafia firms out of business. In spite of having uncovered several cases of mafia exploitation of banks in the last three years, the Bank of Italy is convinced that the only example of a bank falling under the effective control of organised crime was the Banco Ambrosiano.

The central bank is now anxious for parliament to complete work on an anti-trust law which would put a 20 per cent ceiling on the ownership of banking equity by non-banking interests.

Unfortunately, the legislative process is now blocked by the latest political crisis, unlike drug funds which continue to flow strongly through the arteries of the national and international financial system.



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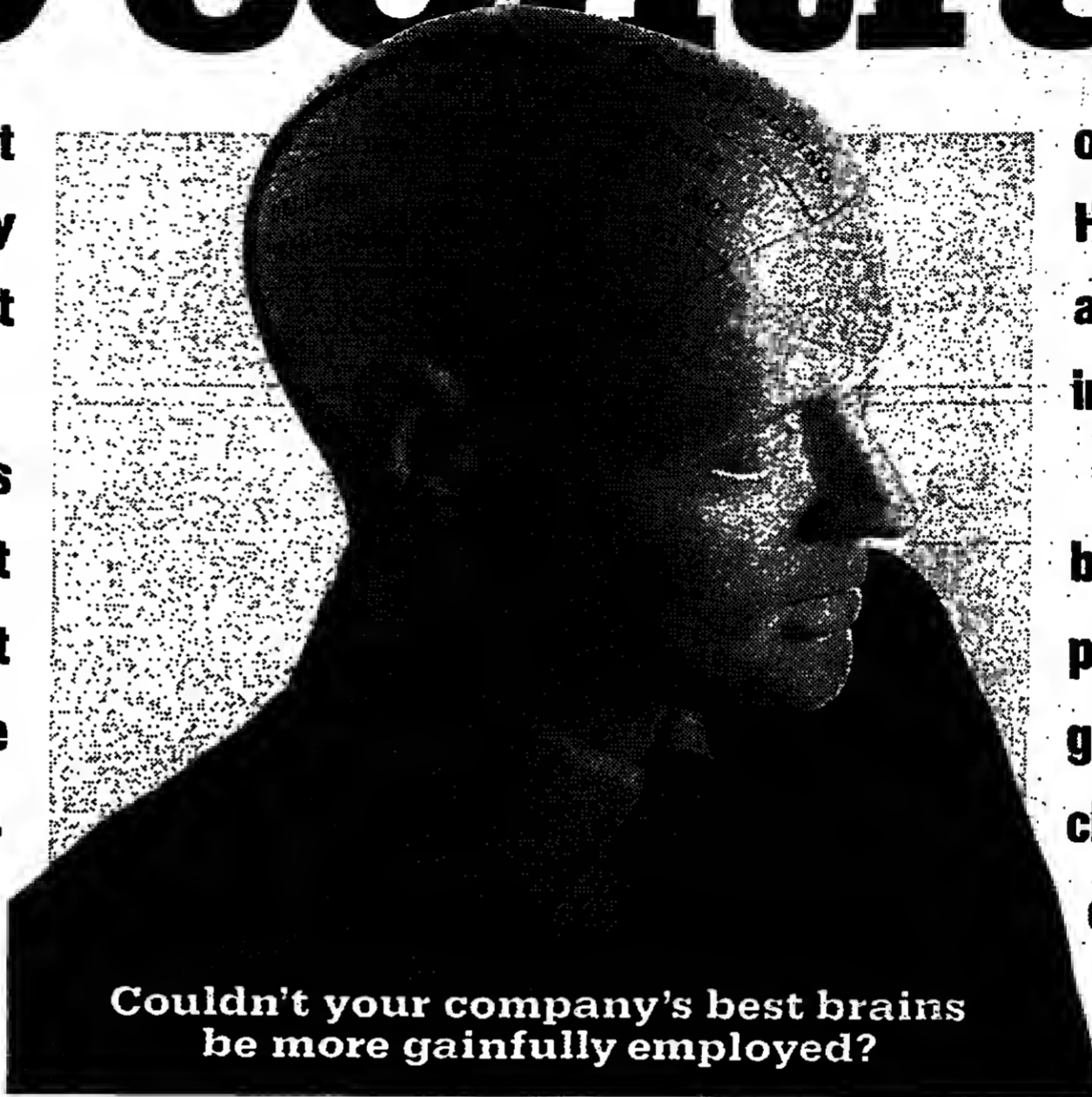
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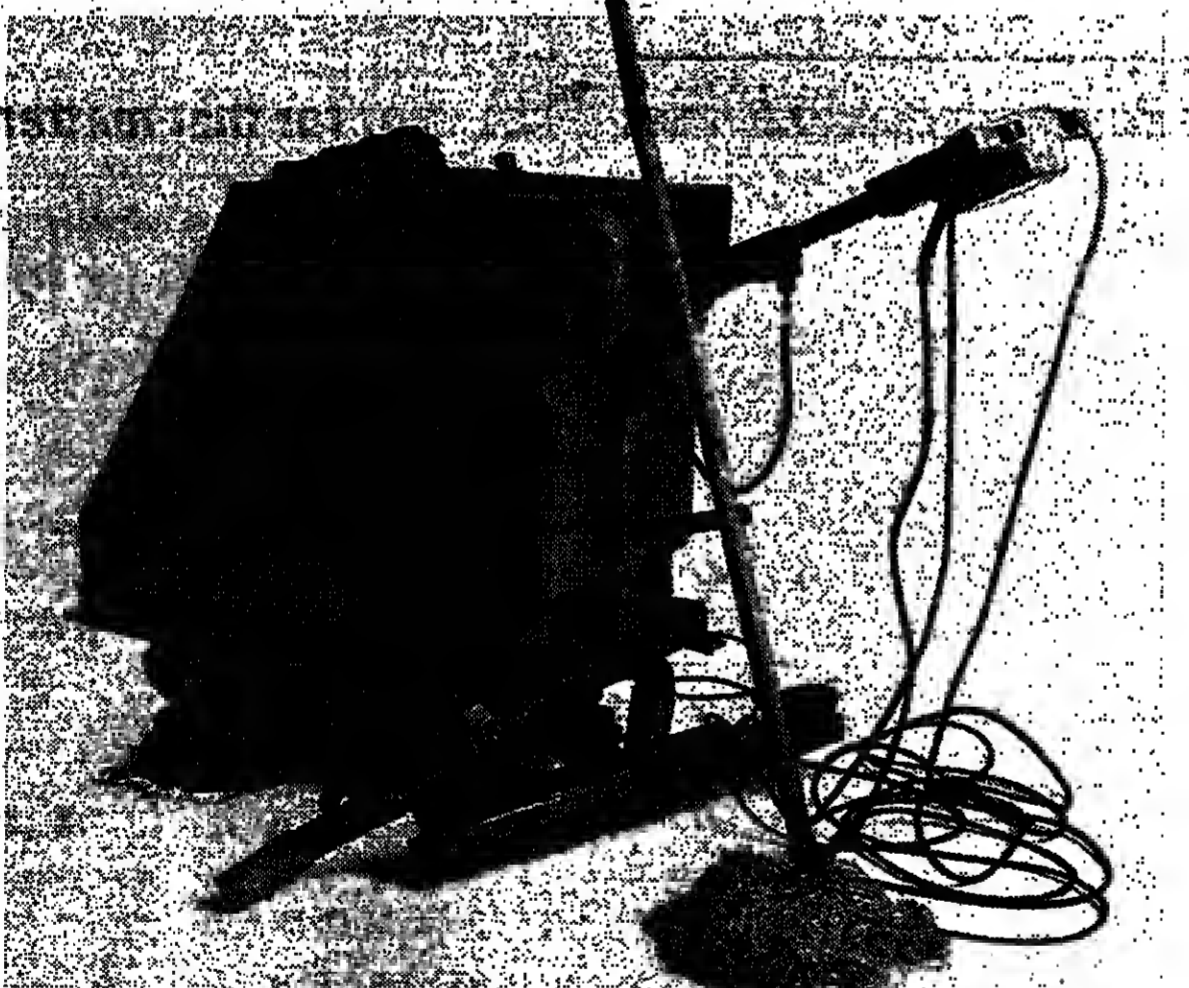
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OVERSEAS NEWS

Tokyo company investigated over illicit exports

By Stefan Wagstyl in Tokyo

JAPANESE police are investigating allegations that a Tokyo company bought from the US a special material used in nuclear reactors and illegally re-exported it to East Germany.

Toshiba Machine, a subsidiary of Toshiba, of machine tools for making submarine equipment to the Soviet Union. Mr Hirokuni Matsuda, Prometron president, has admitted selling hafnium to East Germany but denied that the exports broke Cocom rules or that the material could be used in reactors in the form in which it was supplied.

Indian missile test raises fears of arms proliferation

THE TEST FIRING earlier this week of an Indian missile with a reported potential range of 2,500km highlights an area of arms proliferation of growing concern to Western governments.

More than 20 developing countries have missile programmes and more than a dozen possess operational ballistic missiles, the report says. Some of the weapons have longer ranges than some of those being removed from Europe and destroyed under the US-Soviet Intermediate Nuclear Forces (INF) treaty.

The rocketing spread of missile technology is worrying the West, reports David White

World country is thought capable of making intercontinental weapons before the end of the century, but space launch vehicles being developed in Brazil, India, Israel and Argentina could lead to long-range missiles in the future.

China's people rediscover their moralistic roots

The students have won support because they hark back to good old-fashioned values, says Steven Butler

IDEALISM has suddenly wormed its way out of the woodwork in China after a decade in which it was beaten back at every appearance. One of the more distressing results of China's economic reforms, in spite of their obvious benefits, was the deterioration of revolutionary morality of the sort that inspired Shirley MacLaine to take up dancing again and write a book called You Can Get There from Here.



Demonstrators in Peking's Avenue of Eternal Peace with a banner calling for the resignation of Li Peng, the Prime Minister, and the retirement of Deng Xiaoping, the supreme Chinese leader. It gave support for Wan Li, People's Congress chairman and Zhao Ziyang, the party chief.

In the last decade corruption has grown rampantly at every level in the government and throughout the economy. Getting rich consisted of exploiting loopholes in a badly planned economy and having the right connections, as much as displaying enterprise. Students scorned their miserably paid teachers, and many dropped out to make a quick buck because there seemed no reason to stay on just to be assigned at random a boring, lowly-paid state job.

calling for democracy, something China has never known very well. But at the same time as they call for democracy, students say they have no intention of toppling the Communist Party or the government from power. They only want good, uncorrupted men in charge.

heart. A Western-style competitive election process does not necessarily produce people at the top independent of sectoral interests. Underlying these political ideas is a concept of human nature which contrasts with the Western view, where man is assumed to be selfish and acting in self-interest.

Having won over the public, however, the question remains as to what the students really want, and what they are likely to get. Chinese demands for democracy that go back to the beginning of the century have rarely survived, or considered attractive, Western pluralist democracy, in which a com-

petitive process produces winners and losers, with some segments of society gaining influence at the expense of others. Rather, democracy was seen as a means to make governments responsive and to prevent corruption and abuse of power.

cal landscape has changed irrevocably. Students, by means of clever tactics, have for the first time since 1919 brought a Chinese government, and a powerful one at that, to crisis point. For years China's leadership has said it does not want to create another Poland in terms of the economy, even more frightening is the prospect of a Chinese rendition of Solidarity, the independent trade union.

This was so obvious to most Chinese that the students have had little trouble selling their case. Whether by design or because of real conviction the students have managed to phrase their demands for change so modestly that even Zhao Ziyang, the party general secretary, was able to say that the party shared their goals.

Another possibility is that the Party's relationship with its newly awakened public will never be resolved in any satisfactory way, and that its authority would continue to be chipped away. This would continue a trend over the past decade as regional autonomy has taken hold in the wake of economic reform.

It could however make the Party's policies of economic reform even more difficult to implement, since one of the principal requirements for further effective national institutions that go along with market economies: banks, commercial courts, property laws, and capital markets.

Shanghai support grows

By John Elliott in Shanghai

DEMONSTRATIONS in support of the Peking students continued to build up in Shanghai yesterday, although the risk of a strike which could have an impact on China's economy have receded for the time being after a meeting of the city's main trade union federation.

meeting of the city's main trade union federation decided on Tuesday night that it was not appropriate to call a strike at this stage, thus undermining individual factory plans for the time being at least.

Some estimates put the number of students and workers staging marches and demonstrations at 500,000 in the past two days, with no sign of any army intervention or interventionist Rumours circulating during the past three days that a general strike was being organised have proved to be unfounded.

However there is a risk of widespread stoppages - and perhaps a general strike - if the army stages a violent clampdown in Peking. Like other provincial cities, Shanghai is waiting for a decision about the national leadership and about political reforms before deciding what to do next.



Dunn community needs to be united before Chinese authorities can decide

HK closes ranks on Basic Law

By Michael Murray in Hong Kong

IN THE FACE OF political turmoil in China, conservative and liberal factions within Hong Kong's executive and legislative councils (Exco and Legco) have closed ranks unanimously to support a formula for the evolution of democracy in the territory.

consultation. "We firmly believe that the community needs to be united before the Chinese authorities are able to determine which model is the one which will receive the widest support in Hong Kong," Dame Lydia Dunn, a senior executive council member, said.

for the draft Basic Law published in February, which suggests delaying full elections until at least 2012 and a referendum on the issue.

The presentation of the proposals to the Basic Law drafting committee by Exco and Legco members will line up formidable support behind the "new model" which envisages half the legislative council members elected by popular vote in the first post-1997 legislature, rising to two-thirds in 1999 and full direct elections in 2003.

Up to now a more conservative approach has appeared likely, following the controversial model adopted

The crisis in Peking has disrupted the Basic Law consultation process, leading to calls for an extension to the July deadline for submissions from Hong Kong people on changes to the final draft.

Israeli banker assails Peres sell-off plan

By Hugh Carnegie in Jerusalem

THE chairman of one of Israel's two biggest banks yesterday reacted sharply to the Government's plan to end minority control over the country's banks.

when the Government took on the bank shares after a stock exchange crash and would be "a transgression of democratic principles".

Ministry officials said the banks' owners would be exposed to a bidding process of some kind to ensure the Government receives the highest price for its shares.

The key questions yet to be faced are what the banks are really worth and who in Israel's relatively small capital markets will be able to raise the necessary resources.

Zimbabwean economy grew at 5.3% in 1988

By Tony Hawkins in Harare

ZIMBABWE'S economy grew by 5.3 per cent last year - the highest growth rate since 1985 when output expanded 7.3 per cent. Official figures released this week show that agriculture was the main source of growth accounting for almost 3 percentage points of output expansion while manufacturing was responsible for only 1 percentage point.

makers suggesting that the budget deficit in 1988-89 at \$575m (\$268m) will be close to 13 per cent of GDP, above the 9 per cent level quoted by government officials.

Superpowers urge Arab leaders to pursue peace

THE TWO superpowers have urged Arab leaders meeting in Morocco to work towards solving the Arab-Israeli conflict, the Lebanon crisis and the Iran-Iraq confrontation in the Gulf, but Presidents George Bush and Mikhail Gorbachev had very different messages for the Arab summit, Victor Mallet writes from Casablanca.

Mr Bush asked the Arab heads of state to approve the idea of elections in the occupied West Bank and Gaza Strip following the election plan announced by Mr Yitzhak Shamir, the Israeli Prime Minister. The summit is unlikely to oblige, although most participants agree with Mr Bush in supporting the new-found moderation of Mr Yassir Arafat, the leader of the Palestine Liberation Organisation.

for the Palestinian uprising. "In our opinion, this is a pre-condition for progress towards peace," the Soviet leader said.

Recruit needed supercomputers to develop a new business leasing digital communications circuits. Raising the purchase of these machines through NTT eased international trade tensions.

The government is committed to reducing the deficit to 6 per cent by 1991, but this target looks to be increasingly out of range.

The government is scheduled to announce a new system of price control next month which is bound to result in higher inflation in the second half of the year, while average wages are expected to rise by some 10 to 12 per cent.

Stage set for Nakasone to walk scandal probe tightrope

Can Japan's former prime minister talk his way out of involvement in the Recruit affair, asks Stefan Wagstyl

MR Yasuhiro Nakasone, the former Japanese prime minister, has long revelled in publicity. Unusually for a Japanese politician, he has enjoyed playing to the audience.

There are many in the party who would like to see him go. Rival leaders resent the way he openly courted support outside the party when he was prime minister. They are envious of the confident figure he cut on the international stage.

Mr Nakasone has moreover queried his own pitch. In his only public comments on Recruit, Mr Nakasone gave incomplete answers at a press conference in February.



Nakasone: make or break

None of this is necessarily illegal under Japanese law, but Recruit's gifts were so lavish that they beg the question of what the company expected to get in return. If Mr Nakasone used his influence to the company's benefit, then the gifts constitute bribes.

Recruit needed supercomputers to develop a new business leasing digital communications circuits. Raising the purchase of these machines through NTT eased international trade tensions.

Kabul receives Soviet weapons

THE Soviet Union poured fresh supplies of tanks and artillery into Kabul yesterday in a dramatic show of support for the embattled government of Afghan President Najibullah.

Mr Najibullah, defying predictions his government would collapse as soon as the last Soviet forces withdrew last February, has launched a new drive to persuade Mujahideen rebel commanders to start peace talks, saying he cannot be defeated militarily.

AMERICAN NEWS

IMF board approves debt strategy

By Peter Riddell, US Editor in Washington

THE new strategy for reducing the debt and debt service burden of Third World countries has been approved by the executive board of the International Monetary Fund.

The detailed scheme is broadly along the lines set out by Mr Nicholas Brady, the US Treasury Secretary, in a speech on March 10. He proposed that the IMF and World Bank should become involved in setting aside money to assist in debt reduction and, in a novel development, provide finance to assurance bank creditors they will receive interest payments from problem debtor countries.

The World Bank executive board is expected to agree to a detailed debt reduction plan at a meeting next Tuesday.

The plan envisages the IMF setting aside 25 to 30 per cent of its loans from existing resources for reduction of loans. In total each institution will provide around \$12bn for this purpose.

Countries will also be able to obtain 40 per cent of their quotas, or shareholding positions, at the IMF to support reductions of their interest payments to the commercial banks. An equivalent amount of around \$2bn will be available from the World Bank.

Mr David Mulford, the Treasury under-secretary for international affairs, told a congressional committee yesterday that the proposals corresponded generally to those outlined earlier by Mr Brady.

He hoped that the agreement to go forward with the Brady plan would speed negotiations between commercial banks and creditors on debt and debt service reductions. In particular, he hoped the IMF decisions would help talks with Mexico, which are under way in New York without any break-through so far.

Mr Mulford repeated recent warnings to commercial banks

on the possible consequences of not co-operating in writing down some of the loans already on their books. He said that if banks did not co-operate, the debtor nations might stop payment on their loans or there might be "a legislated or mandated solution to the problem that may be much more unpleasant" for the banks.

Debtor countries and banks currently involved in negotiations still remain "far apart," he added. Some countries have unrealistic expectations of what they can attain through the Brady plan and some banks have been reluctant to co-operate.

FSX curbs backed by House committee

By Peter Riddell, US Editor in Washington

THE BUSH administration faces further problems with Congress over the controversial joint FSX fighter project with Japan after the House Foreign Affairs Committee followed the Senate in imposing limitations on the agreement.

The House committee's proposals are less restrictive than the Senate's but are still regarded as unacceptable by the administration because they impose limits on the president's executive powers and may require another round of negotiations with Japan.

The administration will seek to remove these constraints when the proposal is considered by a House-Senate conference in early June, and Republicans have warned that if any restrictions are left in there will be a presidential veto.

Wright may step down during ethics hearings

By Lionel Barber in Washington

MR JIM WRIGHT, Speaker of the US House of Representatives, may step down from office temporarily as the House ethics investigation into his financial dealings moves into its final phase.

Mr Wright is said to be torn between his desire to clear his name and the mounting concern among congressional Democrats that the Speaker's difficulties are damaging the party and that he should therefore resign.

This week, in a high-risk gamble, Mr Wright's lawyers asked the Ethics Committee to dismiss the most serious charges against the Speaker. The committee is due to vote shortly and if it rejects the Speaker's motions, pressure will grow for his resignation.



Wright: torn over move

An unexpected legal success at this stage is necessary for the public and members of Congress to take another look. He needs a victory.

The resignation of the Speaker, the most powerful elected Democrat in the country and the second in line to the presidency, would be unprecedented in the history of the republic.

Mr Wright is weighing whether he should remove himself from the Speaker's duties as they relate to official functions, a move which falls short of a resignation, which could be seen as an admission of guilt.

Mr Wright, who watched this week's televised hearing from his office in the capital, continued to deny he had violated any rules of the House, but he added that he would not wish to be Speaker if he could not be respectable and effective.

"Most of all, I want to protect my good name and that of my family... my wife and my colleagues."

The US Commerce Department officials, lobbying in Strasbourg this week, said that even this vague wording constituted a serious protectionist threat to US television programme sales to the EC, which amounted to \$650m last year. The EC plan could draw unilateral retaliation under the US trade bill and a possible complaint to the Gatt.

The US officials said any reference to majority European content was effectively a 50 per cent quota, which would have practical effect because EC governments and the European Commission were required to monitor at regular intervals compliance with it. The US share in prime time entertainment programming is currently over 50 per cent in several EC states.

The Commission refused to accept a Parliamentary amendment requiring majority local content in European TV within four years.

'Both sides cheated' in Panama poll

A CANDIDATE in Panama's presidential election yesterday told representatives of the Organisation of American States how the vote was fixed by both pro- and anti-government parties, AP reports from Panama City.

The OAS delegation yesterday met Mr Hildebrando Nicosia, the Authentic Panamanian Party's presidential candidate, who received only a small percentage of the vote in the May 7 elections.

Mr Nicosia said he described "the massive fraud" committed by both sides - the pro-government forces of the country's *de facto* ruler General Manuel Antonio Noriega, and the US-backed opposition coalition.

"People are tired of intransigence on both sides," he said. "The solution is for negotiations without prior conditions."

Moscow trade status battle looms

By Nancy Dunne in Washington

US conservatives are preparing for an uphill battle in Congress against President George Bush's recently announced proposal to grant Most Favoured Nation (MFN) trade benefits to the Soviet Union in return for the codification of Moscow's liberalised emigration policy.

The codification is expected in the near future. Mr Bush said he would seek a temporary waiver of the Jackson-Vanik Amendment, which has linked MFN status to immigration since 1974.

Conservative groups are alarmed, not by the large reduction in tariffs on Soviet imports that MFN would allow,

but by the fact that the US government will also make trade credits and credit guarantees available to Moscow. This could pave the way, they say, for large-scale Soviet lending by American banks.

American businesses seeking openings in the Soviet Union have pushed for MFN status for Moscow, as have US agricultural groups wanting to expand farm exports. MFN status would qualify Moscow for Agriculture Department credits.

Opposition to the waiver of Jackson-Vanik is being led by the American Foundation for Resistance International, a New York-based organisation

whose board of directors and advisory committee lists some of the best-known conservatives in the country. It will coordinate lobbying with ethnic American groups opposed to an easing of US-Soviet relations, as well as ethnic human rights leaders in the Soviet Union.

Mr Paruyr Hayrikian, an Armenian leader exiled last July and president of the newly formed Democracy and Independence group in Paris, last week issued a statement opposing the Jackson-Vanik waiver "until there is democracy in the Soviet Union and permanent reforms are in place."

Belt importers face new duties

THE US International Trade Commission ruled that four foreign countries were selling industrial belts in the US market at less than fair value, paving the way for anti-dumping duties on the goods, Reuters reports from Washington.

The International Trade Commission, an independent agency that monitors adherence to US trade law, said the Commerce Department would now assess duties on the belts from Japan, Italy, Singapore, and West Germany.

The ITC, acting on a complaint by the Gates Rubber Co in Denver, said the "dumping" of belts at less than cost had risen sharply in recent years.

Brazil predicts record capital outflow in 1989

By John Barham in Sao Paulo

BRAZIL expects a record capital outflow this year. The Central Bank forecasts that capital repatriation by foreign companies could be at least \$940m this year, 10 per cent above the previous record set in 1986. The Central Bank also expects multi-national companies to increase dividend and profit remittances to US\$2bn, compared with \$1.54bn last year.

The bank has no figures on capital outflow via illegal channels. Private economists expect, however, that flight capital will easily top last

Brazil predicts record capital outflow in 1989

year's estimated \$7.5bn, itself 134 per cent more than in 1987. They estimate that Brazilians have about \$35bn to \$40bn already deposited abroad.

Rising inflation, deepening economic chaos and uncertainty over the outcome of the November presidential elections are the main factors.

One US banker warned, however, that "one should not exaggerate the capital flight phenomenon." He said his bank has advised companies remitting dividends to reconvert them on Brazil's currency black market.

Plea over Grenada case

A DEFENCE attorney for 17 people charged with the 1983 killing of Grenada's former Prime Minister Maurice Bishop says testimony against the defendants by a key witness was contradictory and should have been dismissed, AP reports from Grenada.

Fabian Gabriel, originally charged with taking part in the killings of Mr Bishop and several others, was pardoned during the 1985 murder trial when he gave testimony implicating the 17 defendants.

Fourteen of the defendants were sentenced to hang and three received long prison terms.

The appeal trial has been proceeding on and off since May 1988.

The killing of Mr Bishop by hard-line members of his own leftist government provoked the US-led invasion of this tiny eastern Caribbean nation several days later, and the re-establishment of parliamentary democracy.

Defence attorney, Mr Howard Hamilton, said that Gabriel's testimony should never have been admitted as evidence against the 17 defendants since he gave three different versions of events before and after the murder trial.

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WORLD TRADE NEWS

Gatt 'should monitor action against imports'

By Peter Montagnon, World Trade Editor

THE General Agreement on Tariffs and Trade should establish a special committee to monitor actions taken by its members to protect their own industries against disruptive surges in imports, according to a recommendation by the US, European and Canadian chemical industries.

The idea tops the list of a jointly-prepared series of proposals for stricter rules on such safeguard actions, which the industries believe should be one result of the current Uruguay Round of multilateral trade negotiations.

The purpose of the Uruguay Round talks on safeguards is to curb unofficial measures such as the voluntary import restraints limiting steel imports into the US and Japanese cars into Europe.

These have proliferated in recent years as countries have sought to bypass existing Gatt provisions. Yet despite the widely-recognised need to deal with this problem, the safeguard talks are one of the least-advanced items on the Uruguay Round agenda.

According to the position paper submitted by industry federations from the European Community, Canada and the US, a new safeguards agreement is needed to establish discipline in this area. It should contain enforceable and transparent rules requiring consultation and notification. Third parties affected by the proposed measures should also have the right to comment on the proceedings.

Philips Namsung venture

By David Brown in Amsterdam

PHILIPS, the Dutch electronics manufacturing giant, has announced plans to expand its car stereo operations in the Far East by joining forces with Namsung Corporation of South Korea.

Under the agreement signed yesterday, Philips' car stereo subsidiary will have a controlling 51 per cent stake in the joint venture, which is expected to produce 1m units annually using Namsung's existing capacity in Seoul.

Namsung, with an annual output of 3.6m units, claims a 24 per cent share of the Korean market. It will gain access to proprietary Philips technology, according to Mr Burt Snijders, general manager of Philips' car stereo division.

rather than imposing quotas, that they should be temporary, and that they should be imposed without discrimination, although in exceptional cases they might be applied selectively against a particularly troublesome source of imports. Special conditions and increased disciplines would then apply.

The paper also suggests that the affected industry rather than its government should have the right to initiate safeguard cases, and that there should be a mechanism allowing for payment of compensation when a safeguard action has been invoked.

The role of the surveillance committee would be both to co-ordinate consultations between affected parties and to discourage them from taking measures outside existing rules. It should also be entrusted with the task of overseeing the phase-out of existing measures that are incompatible with the rules.

To prevent unnecessary delays, a strict timetable should be introduced for processing requests to initiate safeguard actions. A maximum overall time limit of 180 days should be established to help ensure that the process is transparent and that a timely decision is made as to whether an appropriate safeguard measure should be allowed, the paper suggests. Third parties affected by the proposed measures should also have the right to comment on the proceedings.

Indonesian aircraft cleared for sale in US

By John Murray Brown in Jakarta

PT Nusantara (IPTN), Indonesia's state owned aircraft company, yesterday signed an airworthiness agreement with the Spanish and US aviation authorities which clears the way for US sales of its CN-235 aircraft.

The deal requires the Spanish aviation authority to guarantee airworthiness and approve any design changes on the CN-235 - a 35 seater which IPTN has jointly designed and manufactured with Construcciones Aeronauticas Casa of Spain. One official said it would probably be six months before delivery.

The CN-235 agreement, which is likely to lead to full US certification, is a significant breakthrough for IPTN as it starts development of Indonesia's first totally home-grown aircraft, the 50-seater N250, a project Mr Jusuf Habibie, IPTN's chairman, hopes to announce at the Paris Airshow next month.

The CN-235 - a prop-fan, twin-engine, short-haul commuter aircraft - is widely seen as a possible rival to the Italian-French made ATR-42. It has short take-off and landing capability and can be used for passengers or freight and containers.

IPTN says no export orders have yet been concluded. However, Mr Paramajada, the commercial director, yesterday confirmed orders from domestic buyers for 21 CN-235s, the majority from Merpati, the state-owned domestic carrier.

Earlier this week Mr Habibie, who is also Minister for Research and Technology, said IPTN was looking to complete a contract with Compost Airlines of Houston, for 15 CN-235s worth \$100m (268m). Also under negotiation is the sale of four aircraft to Executive Express Airline of Dallas.

IPTN, which had total sales last year of \$150m, has capacity to turn out six CN-235s a month at its Bandung factory. Under the shared work programme, IPTN makes 50 per cent of the airframe parts - largely the rear sections and wing tips - and the rest is shipped from Casa.

Mexico sets out to win back investment

Richard Johns on a radical change in the regulations governing foreign companies

At the beginning of last week some 40 foreign investment applications for projects worth an estimated \$900m were under study by Mexico's National Foreign Investment Commission (CNIF).

Under new regulations announced here on May 15, "a lot" of the proposals - many of which involve up to 100 per cent foreign ownership - will have been given automatic approval as long as they fulfil "seven very simple requirements," Mr Jaime Serra Puche, Minister of Commerce and Industry (SECOFI), told the Financial Times last week.

The new regulations, which reinterpret Mexico's restrictive legislation on foreign investment, make a significant break with its traditionally hostile attitude to foreign ownership of its business and industry. They should ease the way for investment in areas covering about two-thirds of the country's economy, reckons Mr Serra, 38, who with his Yale PhD typifies the polished academic qualifications of President Carlos Salinas de Gortari's new economic team.

Basic economic activities such as the exploitation of oil and gas, petrochemicals and public utilities, as well as the 66 per cent control of the nationalised banks held by the government, stay unequivocally reserved for the state under the new rules. Many other industrial and business

sectors are still reserved for majority control by national capital, with varying minority stakes permitted by law to foreign partners.

The Foreign Investment Law of 1973 laid down 49 per cent as the maximum foreign holding in any Mexican enterprise but is flexible and ambiguous enough to have allowed a handful of companies to negotiate full ownership.

Obtaining exemption has been, however, a labyrinthine, laborious affair. Applications took a year to process, says Mr Serra. Under the new rules a much leaner-looking SECOFI - until recently notorious for its bloated bureaucracy - is committed to elimination of red tape and simplification of administrative procedures.

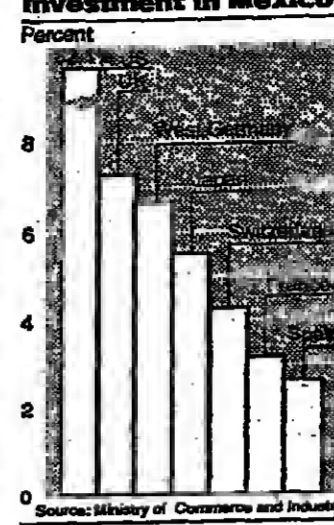
"We have decided to give clarity, simplicity and transparency to the rules and to create automaticity in decisions," he says.

Plenty of confusion remains. But one important factor is clear for Mexico, unquestioned acceptance of foreign investments of up to \$100m and majority control up to 100 per cent, on the basis of established guidelines rather than prolonged haggling, is a radical change.

The 1973 legislation drafted by the left-inclined administration of Mr Luis Echeverria was calculated as much to inhibit as to regulate foreign investment.

Its text and tenor reflected

Investment in Mexico



Source: Ministry of Commerce and Industry

the spirit of the Mexican Revolution of 1910, in which the long dictatorship of Porfirio Diaz was overthrown, not least because of the vast inroads of foreign capital he facilitated.

Succeeding administrations have continued to regard foreign investment with ambivalence. Above all, it is seen as a threat to national sovereignty because of the overbearing presence of the US, Mexico's powerful neighbour.

However, seven years of economic stagnation, a drastic decline in living standards, and the burden of servicing the country's \$100bn debt have changed all this. A substantial

inflow of foreign capital is now considered vital for the regeneration of the economy, regardless of the outcome of the debt renegotiations with the commercial banks.

Necessity apart, the old shibboleths would count for little or nothing with President Salinas, Mr Serra and their kind.

First, says Mr Serra, "We live in a world where flows of foreign investment are increasing." He asks why Spain can receive as much as \$10bn a year when the best achieved by Mexico has been \$3bn.

Second, he closed the economy until Mexico joined the General Agreement on Tariffs and Trade in 1986 left it technologically backward.

Third, Mr Serra regards joint ventures as a means of overcoming a decline in trade flows which he regards as inevitable with the formation of trade blocks.

The seven requirements which proposed investments must meet if they are to be automatically approved are that capital should not exceed \$100m; financing should be wholly external; the initial outlay should be no less than 20 per cent of the project's cost; they should be self-supporting in foreign exchange within three years; "adequate technology" should be used which satisfies environmental regulations; projects should be located outside the Valley of Mexico, Monterrey and Guadalajara; and permanent employ-

ment should be generated and training given to Mexicans. Included among areas where the law continues to limit foreign investors to a specified minority shareholding are such important industries as secondary petrochemicals and automotive parts.

In this sphere, however, the new rules allow a foreign entity to have majority control for 20 years through the mechanism of a *fideicomiso*, or trust fund, to help Mexican companies which have great export potential or which face financial difficulties.

The idea is that at the end of that period the venture can be "Mexicanised", with the foreign partner becoming a minority shareholder again.

Potential investors are likely to be initially puzzled by the concept, wary of it and probably unenthusiastic. But the device has already been successfully used for tourist developments as a means of securing land leases for 30 years. It is thus a way around the constitutional ban on foreign ownership of coastal land.

Existing trust funds of this kind can now be extended for a further 30-year period when they expire.

At least Mr Serra leaves no doubt that amendments to the rules not only clarify the letter but also reflect a change in the spirit of an unsatisfactory law which it would be difficult to alter fundamentally for constitutional and political reasons.

Austria to seek compensation for abandoned dam

By Judy Dempsey in Vienna

AUSTRIAN officials and contractors are today expected to seek compensation from the Hungarian government, which this month suspended all work on construction of a giant dam on the river Danube.

Mr Miklos Nemeth, the Hungarian Prime Minister, arrives in Vienna today from Prague in an effort to explain his government's decision to postpone and eventually cancel the controversial dam project altogether.

The dam at Nagymaros in north-west Hungary was to be twinned in the early 1990s with a dam at Gabčíkovo in Czechoslovakia, under the terms of a contract signed between both countries in 1977.

However, Hungary delayed work for some time on the dam, partly because of rising costs and partly because it

disagreed with the project on the grounds that it would harm the environment and was not really necessary.

But in the pre-glasnost era, when socialist fraternity and unity reigned supreme, Hungarian officials were reluctant to voice their reservations about a dam which was last week described by Mr Imre Pozsgay, a member of the Hungarian politburo, as a "monument to Stalinism".

But the Austrian government stepped in by providing the financially-strapped Hungarian authorities with credits, manpower and equipment worth a total of Sch8bn (237m).

But Vienna's involvement arose from neither Austrian altruism nor exemplary relations with Budapest. Rather, it was an attempt by Austria to make use of the redundant equipment arising

from problems with its own planned hydroelectric dam project at Hainburg, in the east of the country.

Hainburg had mobilised Austria's then fledgling green movement in 1985 into forcing the government to back down and cancel the project. And in an ironic twist to the whole affair, Austria's decision to help finance the Hungarian dam at Nagymaros galvanised Duna Koe, the Hungarian independent green movement - into organising a huge campaign against the dam.

It was that pressure, combined with domestic political considerations, which precipitated Mr Nemeth's decision to suspend all work on the dam.

Faced for the second time with redundant equipment and lost man-hours, and none of the power from Nagymaros

Austria was due to receive between 1986 and 2015 in part payment for the credits, the Austrians are now seeking compensation.

The amounts vary from Sch1bn to Sch2bn. The problem is that Hungary, already struggling with its hard currency debt of over \$16bn, simply has no spare hard currency to pay compensation.

It is however expected that Vienna and Budapest will come up with a compromise. Already Austrian officials say that some of the Austrian "know-how" might be diverted into preparing for a massive World Exhibition which both cities hope to host in 1995.

By that time, as visitors make their way along the Danube towards Budapest, Nagymaros might be returned to its original natural beauty.

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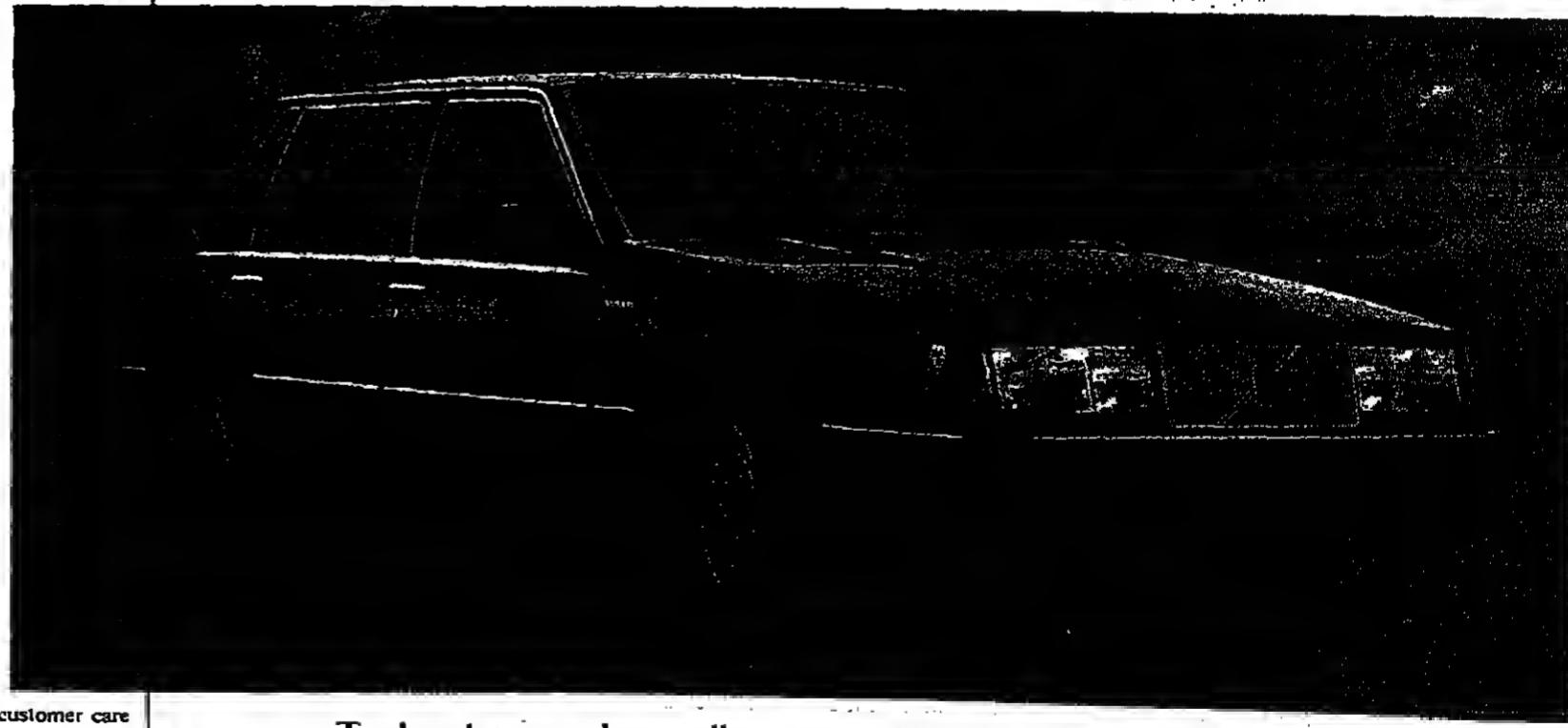
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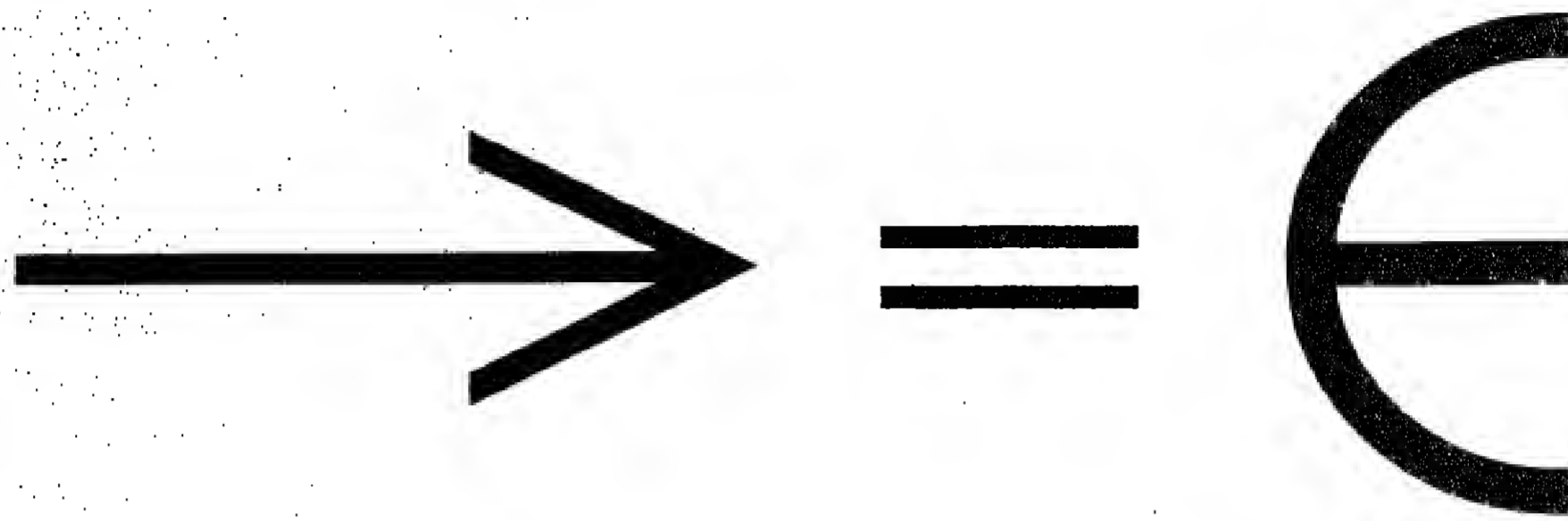
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UK NEWS

Markets force Chancellor's hand

Simon Holberton examines the pressures behind the base rates rise

AFTER BEING mugged by foreign exchange markets, the only thing which Mr Nigel Lawson, the Chancellor of the Exchequer, could have said was that he would do what was necessary. Bank base interest rates at 14 per cent would be, he hoped, sufficient to stabilise the pound's international value.

If he is right, then the British economy may escape relatively unscathed from the latest rise in interest rates. But as Mr Lawson and his advisers know, he is getting dangerously close to "overkill" territory; another rise in rates in defence of sterling might tip the economy into recession.

The official line was that the rise in rates was all about preserving the credibility of the Government's exchange rate policy. The Government was confident that 13 per cent interest rates was doing the job of cooling the growth in demand in the UK. But with the pound approaching a free fall, policy had become unbalanced; the exchange rate was beginning to look more like a source of inflation than a bulwark against it.

In politics, and in financial markets, appearances are, as Oscar Wilde said, everything. A cause for sterling's dramatic falling over recent days has been the apparent re-emergence, however untrue, of discord between the Prime Minister

and her Chancellor. The foreign exchange markets might have misinterpreted remarks by Mrs Margaret Thatcher, the Prime Minister in the House of Commons on Wednesday, when she suggested that steps already taken were enough to bring down inflation. But that simply amplified a negative reaction to the pound which had begun last Friday when Mrs Thatcher appeared to reopen the wounds of last spring, when she and the Chancellor were apparently at odds over the question of pegging sterling to the D-Mark, and seemed to be blaming Mr Lawson for Britain's inflation rate rising to 8 per cent.

It was that event, together with the surprise announcement that inflation had risen (instead of falling as most analysts thought it would) which were two of the proximate causes for sterling's sharp fall. The other was the dollar, which has risen unchecked for more than two weeks - a rise that has thrown into question the unity of the Group of Seven leading industrialised countries (the US, Canada, Japan, West Germany, Italy, Britain, France).

A consequence of the "disarray" among the G7, as one official yesterday referred to it, has been to force the value of the pound lower in terms of the dollar - fuelling concerns

at the Treasury and the Bank of England that Britain would begin to import inflation from abroad - and in so doing make it a focus of currency market attention.

It has been a pattern of foreign currency trading over the past year that when the main currency relationships - the dollar/D-Mark, the dollar/yen - were stable, currencies such as sterling tended to garner most attention. Tuesday was such a day. The currency market had paused to assess where the dollar was going, now that it had risen above DM2 and Y140, and the market decided to dump the pound.

What makes all these reasons for sterling's fall unconvincing as a total explanation is that they fail to take account of the deterioration in the outlook for inflation in the UK. It came as a huge surprise to financial markets, as it did to the Treasury and the Bank of England.

The April rise in the retail prices index to 8 per cent above a year ago caused surprise because the index was favourably affected by the Chancellor's decision not to raise taxes on alcohol, tobacco and petrol. This was worth a saving of 0.4 per cent on the index and officials did not expect inflationary pressures to be so great as to over-ride the implicit fall in the index.

The increased pressure on

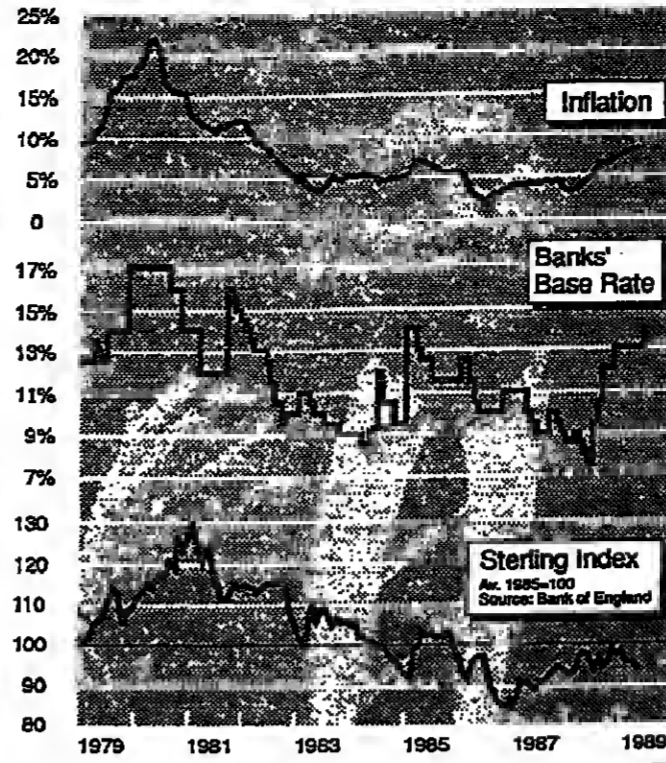
prices came not only from the rise in the oil price feeding through to higher energy prices but was broadly based across food and clothing as well. This has led the Treasury to revise higher its expectation for the peak level of inflation this year to around 8.5 per cent from around 8 per cent at the time of the budget in March.

The less encouraging outlook for inflation reflects the less propitious international background and the afterglow from last year's boom. Although there are clear signs that demand in the economy is beginning to slow, possibly quite rapidly, the forces fuelling inflation - seen in a still tightening labour market which in turn is supporting demands for higher pay settlements - remain because they tend to lag developments in the economy.

That said, yesterday's move up to 14 per cent is not seen in government circles as a threat to sustained growth. Leaving aside possible psychological effects on the consumer, it should not affect consumption via reduced disposable income because building societies are not expected to raise their mortgage interest rates.

However, officials are too aware of the risks if sterling should falter again and not absolutely confident that it will not. As one noted: "we might find ourselves tested again." This is especially so in

The Thatcher years



the current international context where Japan and West Germany are expected to raise their interest rates. The Japanese could take that decision quite soon, with some in the markets expecting a 0.5 to 0.75 percentage point rise in the discount rate from its current level of 2.5 per cent.

A rise in Japanese and Continental interest rates could undermine sterling by narrowing the differential between UK interest rates and those of the other major countries. And the foreign exchange market's less than enthusiastic endorsement of the Chancellor's move to raise UK rates yesterday would appear to heighten that risk.

Mr Lawson made good his words on inflation with his actions yesterday, he may, however, find that he is called upon to do so again.

NATIONAL INSTITUTE REPORT

Gloomy forecast for Britain's bid to control inflation

By Simon Holberton, Economics Staff

THE NATIONAL Institute of Economic and Social Research, an independent think tank, yesterday attacked the Government's handling of the economy and presented a gloomy outlook for medium-term UK economic performance.

In its quarterly review the institute says deregulation in Britain during the 1980s may have deprived the Government of the means to control inflation. It believes that over the next two years the British economy will suffer from relatively high inflation, a large trade deficit and low growth.

This year it expects output to grow by a little more than 2 per cent, for inflation to be above 6 per cent by year end, and for the trade deficit to be more than £17bn. In 1990 it expects slower growth, 1.6 per cent, and a trade deficit of nearly £15.5bn.

The Institute says that the resurgence of inflation and the scale of the trade deficit raise deeper issues about the performance of the economy, but they are "all too consistent with past experience."

The Institute notes that underlying productivity growth in manufacturing has grown no faster in the 1980s than in the previous two decades. "Less has changed since the 1970s than might have been hoped," it says.

The Institute is particularly critical of the Government on three counts:

- Too few resources have been devoted to vocational training for industry, a weakness which underlines many of industry's recurrent problems.
- The operation of fiscal policy should have been conducted better. The Institute is particularly critical of the way the Government has encouraged consumers to expect future tax cuts, which may have fuelled the boom.
- Over the past 10 years the Government has encouraged people to pursue their private interests with the minimum of regulation. But such a system will work only if the authorities have some reliable means of controlling inflation and the willingness to use them.

"Recent events call into question whether those minimum conditions are now being satisfied in the UK," it concludes.

World price rises 'to slow by 1990'

By Ralph Atkins, Economics Staff

INFLATION will rise strongly around the world this year but higher interest rates will begin to take effect in 1990 and beyond, the review says.

Output relative to capacity in the seven major industrial nations has been running at the highest level for more than a decade while both producer and consumer prices have accelerated markedly, the review says.

The average consumer price inflation rate in the US, Japan, West Germany and France is expected to rise from 2.7 per cent in 1988 to 4.1 per cent in 1989.

It says interest rates have risen as a clear response to fears of rising inflation and short-term rates are now 3 per cent higher in West Germany than a year ago.

Rises in long-term rates have been considerably less, however, suggesting financial markets expect the contractionary monetary stance to be successful in reducing inflation in the long run.

The review warns that recent exchange rate and interest developments "have not been conducive to a process of orderly adjustment of current account imbalances toward more sustainable levels."

The strength of the dollar has a short-term depressing influence on US growth prospects, it believes.

"In the short term there appears to be no tendency toward adjustment of the structure of current account imbalances toward what we perceive as a more sustainable pattern, but in the longer term there may be more orderly, if slow, progress."

It adds: "Our presumption that interest rates will remain relatively high in the US along with a belief that there must be some tightening of fiscal policy, produce a path that eventually looks sustainable."

The Institute forecasts that last year's strong economic

AN UNEXPECTEDLY large fall in retail sales figures for April yesterday added to evidence of a pronounced slowdown in UK consumer spending caused by high interest rates.

Retail sales volumes dropped a provisional 1.4 per cent last month after adjustment for normal seasonal variations, the Department of Trade and Industry said.

That was the biggest fall since May 1987 and compared with expectations in the City of London of a small rise.

The fall reinforced hopes of a "soft-landing" for the UK economy with low demand growth eventually feeding through into slower output and falling inflation. In March, sales rose by 0.4 per cent.

However, the figures could have been distorted by the timing of Easter which fell entirely in March for the first time since 1978, upsetting usual seasonal adjustments made by Government statisticians.

The department warned that April's figures could be revised but said that since autumn volumes had been broadly flat.

Retail sales figures, which account for about a quarter of total consumer spending, are thought to be among the first indicators to react to higher interest rates.

Yesterday's rise in base rates, if reflected in higher mortgage rates, could accelerate the slowdown in consumer spending.

growth in leading industrialised countries will continue in 1989, albeit at a slightly slower pace.

It notes that world trade was buoyant last year, but says tighter monetary policies and uncooperative exchange rate developments are likely to lead to slower growth in 1989.

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UK NEWS

Bae launches Jetstream regional aircraft project

By Lynton McLain

BRITISH Aerospace yesterday launched a £130m project for its first new commercial aircraft for four years, the 29-seat, Jetstream 41 regional airliner. BAE expects that the airliner, which will cost \$5.5m each, will give the company more than 50 per cent of the US small airliner market. Between 400 and 500 jobs will be created at Prestwick, Scotland, where the airliner will be made, alongside the smaller Jetstream 31 airliner. This aircraft has 90 per cent of the North American market for 19-seat airliners, with 291 orders to date. BAE now employs 2,000 at Prestwick. BAE said the combined Jetstream 31 and 41 programmes were expected to inject £1bn of business into the Scottish economy in the next 15 years. Sir Raymond Lygo, BAE chief executive, said the company had received letters of intent from airlines in the US and elsewhere for 100 Jetstream 41s. The first orders are expected to be announced next month at the Paris Air Show. Half of the £130m launch cost of the Jetstream 41 will be borne by British Aerospace (Commercial Aircraft), with funding from the European Investment Bank and £5m of regional selectivity assistance from the Scottish Office. The balance is to be provided by three risk-sharing partners: the US aircraft engine com-

pany Garrett, which will supply the engines for the Jetstream 41; Pilatus Aircraft of Switzerland; and the Field Aircraft subsidiary Hunting Group of the UK. The wings for the Jetstream 41 will be made by Gulfstream, of the US, and the rear fuselage by Pilatus. Dr Maurice Dixon, managing director of British Aerospace (Commercial Aircraft) said the decision to launch the Jetstream 41 was based on a target of 400 aircraft sales. BAE also said that US regional airline WestAir Holding has ordered up to 52 of the Jetstream 31 and Super 31 airliners in a contract worth \$200m.

Lorrho scores win in courts

By Raymond Hughes, Law Courts Correspondent

LORRHO, the international conglomerate headed by Mr "Tiny" Rowland, has won the first stage in its defence against accusations that it has been guilty of contempt of the House of Lords. The five Law Lords who initiated the contempt proceedings yesterday decided that they would not hear the case themselves but leave it to a differently constituted Lords' judicial committee. Lord Keith said that he and Lords Templeman, Griffiths, Ackner and Lowry would give reasons for their decision to withdraw from the case at a later date. The hearing would resume before different Law Lords on June 6, Lord Keith said. "The decision came at the end of a 2½ day hearing at which lawyers for Lorrho, four of its directors and The Observer,

the Lorrho-owned newspaper, argued that if the five Law Lords who had raised the contempt issue dealt with the case themselves, they would be seen as acting as both prosecutor and judge in their own case and justice would not be seen to be done. The case should either be handed over to other law lords or left to the Attorney General to consider whether to bring contempt proceedings in a Crown Court, it was argued. Mr Rowland, one of those facing the contempt allegations, said afterwards that he was grateful for the decision. Sir Edward Du Cann, Lorrho's chairman, said it was "the first step on a long road to getting justice in this affair." The case - first involving an alleged contempt of Law Lords - concerns a special issue of The Observer containing extracts from a leaked Government report on the House of Fraser takeover by the Egyptian Fayed brothers. Copies were sent to Lords Keith, Templeman, Griffiths and Ackner just before they and Lord Lowry were to hear a Lorrho appeal in the Fraser litigation. The issue of possible contempt was raised by Lord Keith at the outset of the appeal. Contempt allegations are made against Lorrho, Mr Rowland, Sir Edward Du Cann, Mr Paul Spicer, Mr Robert Dunlop, The Observer, its editor Mr Donald Treford, and two lawyers who acted for Lorrho in litigation in the Fraser dispute. Yesterday Mr Gordon Pollock, barrister for the Lorrho directors, said they did not think Lord Keith and the four Law Lords sitting with him would give them a fair trial.

Britain in effort to alter EC bank plan

By William Dawkins and David Lascelles

BRITAIN is campaigning to alter European Commission proposals for the capital soundness of EC banks that would complicate the daily management of money markets by the Bank of England. London was yesterday trying to persuade a meeting of EC Ambassadors to consider giving UK discount houses special treatment under the Commission's draft directive for a minimum solvency ratio between credit institutions' capital and assets. Britain's 10 discount houses act as sole intermediaries between the Bank of England and commercial banks, feeding liquidity into the money market at interest rates set by the monetary authorities and buying in surpluses of bills of exchange. It is feared that several would be unable to meet the 8 per cent ratio of capital to assets the scheme proposes. The UK system has no real EC equivalent. The capital adequacy scheme, which sets the conditions for the single EC banking licence proposed by the Commission last year, needs the support of a qualified majority of member states. There is no suggestion of a disagreement at this stage, but Britain could be outvoted if it fails to win its partners' support. Britain's problem is that the solvency ratio plan treats discount houses as if they were banks, which technically they are, though they are not subject to the Bank of England's normal supervisory regime. Several would have to scale back their operations or raise fresh capital to comply.

Technical problem forces BSB to delay launch until next year

By Raymond Snoddy

BRITISH Satellite Broadcasting's satellite television consortium, yesterday decided to delay its scheduled September launch until January or February next year due to technical difficulties. Millions of pounds have already been spent on an advertising campaign informing consumers that BSB would launch its three-channel service later this year. The rival service Sky Television, part of Mr Rupert Murdoch's international media interests, was launched on February 5 this year, although the group does not plan to launch its encrypted subscription film channel until later this year. The BSB delay will give Sky an extra four or five months to build up its audience without competition. However, Mr Anthony Simonds-Gooding, BSB chief executive, said yesterday: "We are more than ever convinced Sky is not a potent reality until

it has an encrypted film channel and that could be next year. We aim to be the first effective encryption service." Mr Simonds-Gooding conceded he would have preferred to have hit the pre-Christmas market, but wants above all to avoid what he considers to be Sky Television's mistake of launching the service before there were sufficient stocks of receiving equipment in the shops. The BSB chief executive said the satellite project had the full support of its shareholders. "I believe in the marrow of my bones we have the best technical system in every sense," Mr Simonds-Gooding said. BSB, the second largest capital project in Britain after the Channel Tunnel, is likely to need total investment of more than £750m, of which £400m has still to be raised. The launch has been postponed because of delays on essential microchips for the

receiving equipment. Less than three months before the first of two BSB satellites are launched there is also no public sign that orders have been placed for the manufacture of BSB's square receiving aerials, known as Squarials. BSB, whose main shareholders include the Bond Corporation of Australia, Granada, Pearson, publishers of the Financial Times, and Reed International, say they could have proceeded in November. Only small quantities of receiving equipment would have been available by then. The delay will also enable BSB to launch as a five rather than a three-channel system. The Independent Broadcasting Authority, which regulates British commercial television, will announce next month who will get Britain's last two remaining satellite broadcasting channels. Whoever wins control will have their service carried on the BSB satellites.

Riot raises grim spectre of threat from crack

By Richard Tomkins

DISTANT lightning and rumbling thunder yesterday provided an ominous backdrop to the inquest into Tuesday night's street violence in the Heath Town area of inner Wolverhampton, the Midlands. Hours earlier, in scenes reminiscent of Britain's inner city riots in 1981, 250 police in riot gear had fought a pitched battle with several hundred rampaging youths within the concrete precincts of the Heath Town housing estate. There were no reported injuries during the hour-long confrontation, but two or three petrol bombs were thrown, a shop was looted and a council housing office set ablaze. More disturbingly still, the violence came minutes after a raid by the West Midlands Police drugs squad on the Travellers Rest pub, in which the town's first seizure of crack was made. Last week Mr Douglas Hurd, Home Secretary, referred to crack - a highly addictive drug derived from cocaine - as "the spectre I see hanging over Europe," likening it to the medieval plagues. Was this, it was being asked yesterday, a glimpse of the spectre? Mr Paul Leopold, deputy chief constable of the Midlands Police, yesterday feared the worst. He was not suggesting that the violence was carried out by a drug-crazed mob, he said, but he believed it might have been instigated by people who saw the raid on the Travellers Rest as a threat to the profits of drug dealing. The truth may be more prosaic. As Mr Leopold pointed out, the confrontation between the youths and police only began when a crowd attacked the Travellers Rest after the drug raid had ended.

Judges widen Customs' powers

CUSTOMS OFFICERS have been granted wider powers in the fight against international drug trafficking following a High Court ruling in London yesterday. They may now apply to a judge for permission to send copies of any confidential documents they obtain during drug investigations to a foreign country to assist in their drug-trafficking investigations. The ruling reverses a condition imposed on the Customs last November which prevented the disclosure of information to the US about the bank accounts of General Manuel Antonio Noriega and his family. General Noriega was

indicted in the US in October 1982 and February 1988 on drug trafficking charges. Lord Justice Watkins said the reason the original order had been imposed was the fear of reprisals in Panama. He said the court considering the latest ruling had to answer several precedent-setting questions. The judges finally decided the law relating to getting search warrants or production orders in drug investigations related not only to inquiries in this country but to other countries. "It is not surprising that Parliament... should have legislated to permit a Customs officer here to apply to a circuit

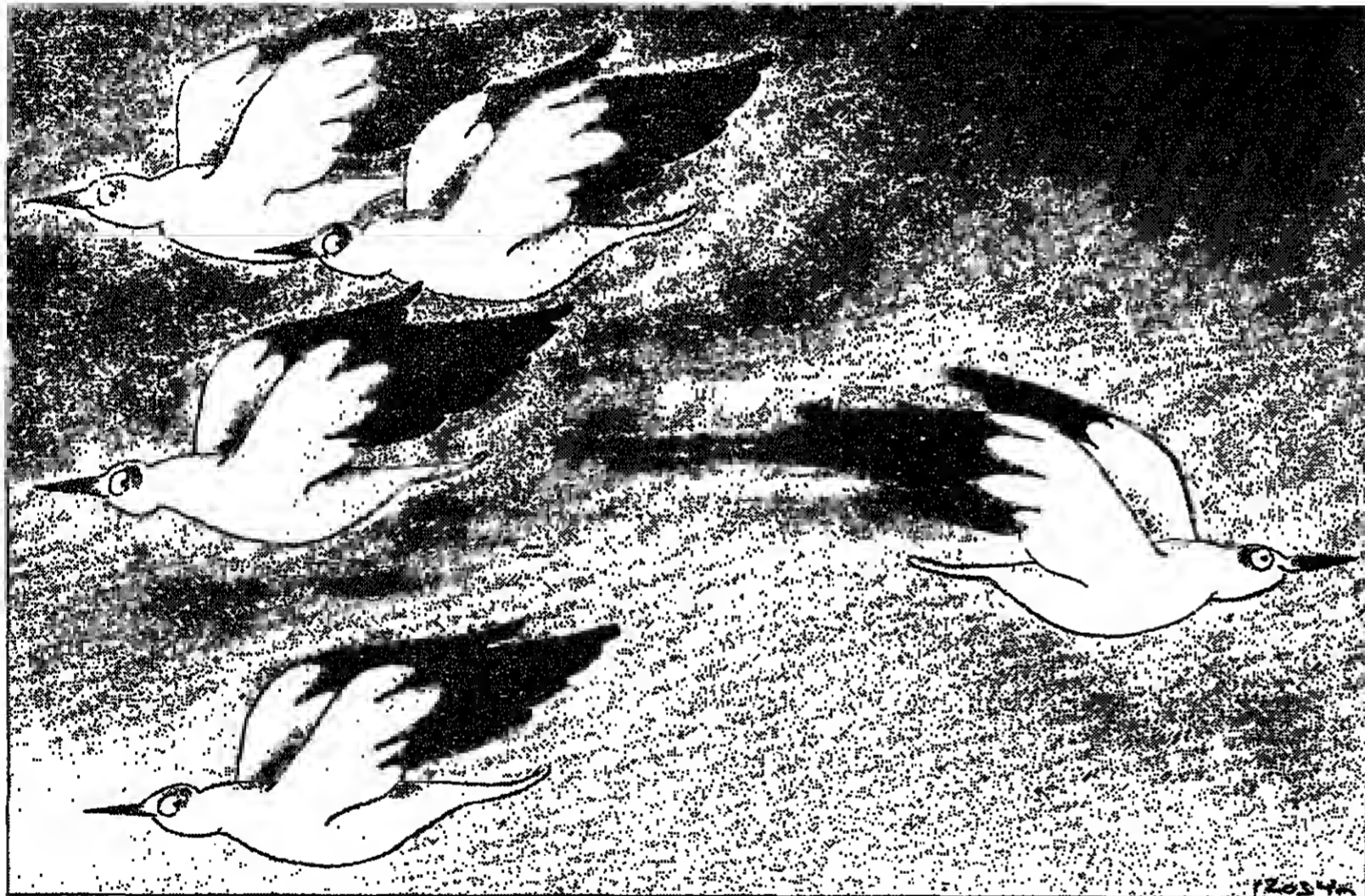
judge for a production order in respect of the suspected passage of money, laundered from drug trafficking abroad, into a London bank no matter that such conduct forms only a comparatively small part of the trafficking," said the judge. Parliament had clearly intended that a circuit judge should have a discretion whether to grant a production order or search warrant in such an investigation. Although the law specified that material gathered in this way must be "retained" by the Customs this did not stop them from sending out copies to foreign agencies. The originals could not be sent, however.

Ministers agree to widen Anglo-Irish accord scope

By Our Belfast Correspondent

THE BRITISH and Irish Governments yesterday reaffirmed their commitment to the Anglo-Irish agreement and said the scope of ministerial conference meetings would be widened. However, the review of the workings of the Anglo-Irish Intergovernmental Conference produced no significant changes in arrangements for co-operation. Meetings of the conference are to become more regular and both governments will provide more public information about their work. Ministers said, however, that there was "no fundamental change" required at present and observers said the review amounted to fine-tuning. A greater number of ministers from each country are to be involved at conference level as a wider agenda of issues of common interest is developed. The 11-page review was published after a conference meeting in Belfast at which the British side was headed by Mr

Tom King Northern, Britain's Northern Ireland Secretary, and Mr Ian Stewart, his deputy. The republic was represented by Mr Gerry Collins, Justice Minister, and Mr Ray Burke, Industry Minister. Both governments stress the importance of co-operation between police forces on both sides of the border and affirm their determination to co-operate in battling terrorism. Further measures are to be introduced to build confidence among nationalists in the security forces, including the systematic monitoring of the nature, pattern and handling of complaints by the public about the police and army. However, the British Government continues to oppose the introduction of three-judge courts for terrorist trials despite Irish pressure. The Irish have acknowledged the repeal of the Flags and Emblems Act, the new Public Order Legislation and British efforts on fair employment.



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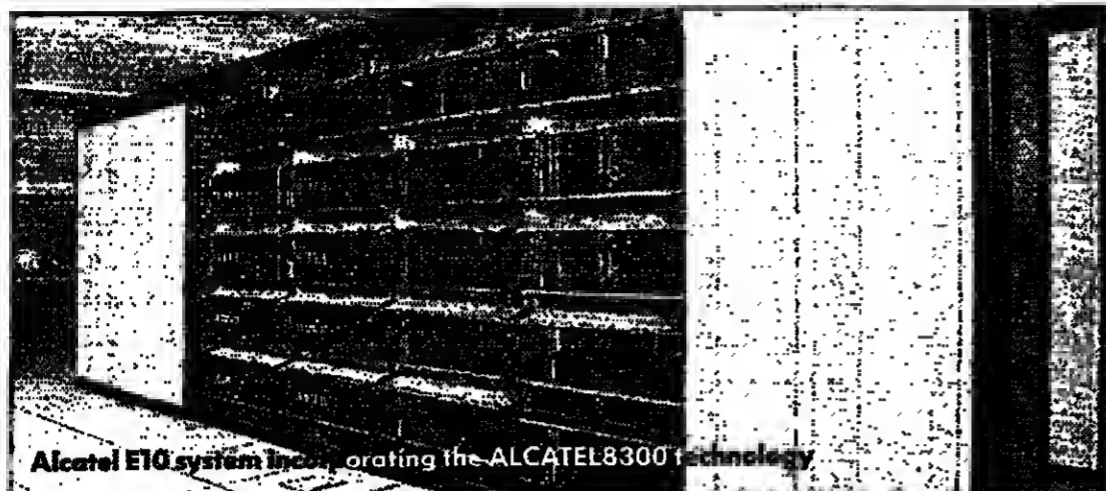
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Alcatel E10 THE UNIVERSAL SYSTEM



Alcatel E10 system incorporating the ALCATEL8300 technology

Multi-Application

The Alcatel E10 is the digital switching system developed by Alcatel CIT. Its technology is used for the whole range of central office switches, from small local exchanges to the largest national transit and international gateway switches.

It is suitable for use in any habitat, from dense urban environments to thinly populated regions, and in climates which may range from polar through Equatorial African to the tropics. Operation and maintenance can be localised or centralised, or be both at the same time.

It can cope with all communication services on offer now and in the future; analogue and digital telephony, ISDN, Centrex, digital cellular radio telephone, and all other intelligent network applications.

It accepts all known signalling systems (in a current total of over 60 countries), and is built in accordance with recognised international standards—to whose definition Alcatel CIT is an active contributor.

Up to 2048 PCM links or 200,000 subscribers can be connected to the Alcatel E10 system which offers a traffic handling capacity of up to 800,000 Busy Hour Call Attempts (BHCA).

An Evolution-designed System

The Alcatel E10 system is designed to evolve. This evolution is formally controlled by the proposal of regular upgrades to clients; these upgrades are designed to enhance both new and existing exchanges.

The most recent upgrades concern the introduction of common channel signalling (CCITT SS7), and ISDN. The latter is already operational with France Telecom, who introduced NUMERIS, the world's first commercial ISDN service, in late 1987. During the next few years the Alcatel

E10 system will integrate new ISDN functions as they become approved by the CCITT, and its management possibilities will be further developed.

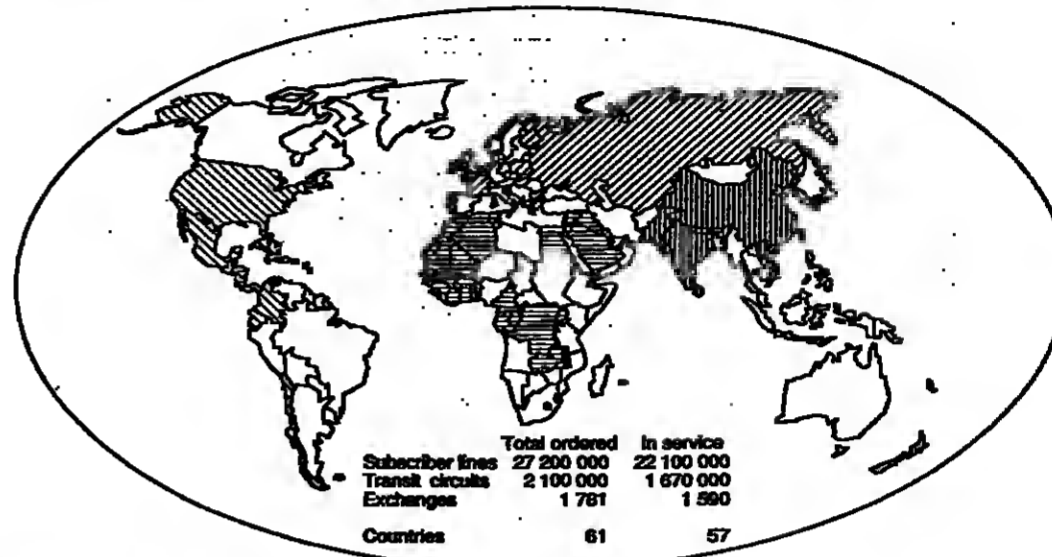
In parallel with this internal evolution, Alcatel CIT is developing the intelligent network based on the ALCATEL 8300 processor, whose elements are common to the whole Alcatel group.

References

The Alcatel E10 is one of the most widely used digital switching systems in the world, with more than 27 million lines and 2 million transit trunks in service or on order, in 61 countries.

New countries order the E10 system each year; however, a significant proportion of orders are from countries who already have the system in service, and who continue to demonstrate their confidence in it by ordering further exchanges, extensions to existing exchanges, and the introduction of additional functions and signalling systems.

The world of Alcatel E10



Technology's Leading Edge

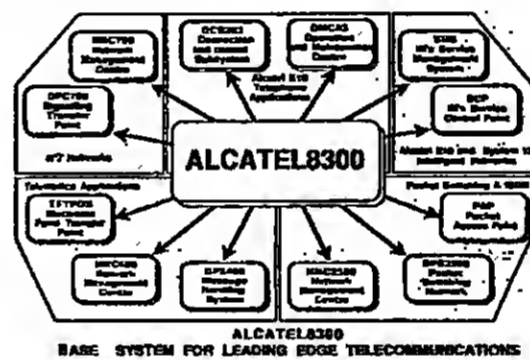
The Alcatel E10 is at the leading edge of technology. It is built using the latest generation of microprocessor and memory chips, pre-diffused circuits, and very low power VLSI technology which allows for ventilation by natural convection (no fans). Extensive use is made of multi-layer technology for printed circuits and rack back panels.

The Alcatel E10 is protected against external electromagnetic interference; this protection also provides local shielding against any interference generated from within the system. Protection is also built-in against electrostatic discharge.

ALCATEL8300:

a base system for telecommunication networks

Convergence of Telecommunications and Data Processing has been a major trend in recent years. The result is a continuing proliferation of online computer systems, data bases and new services that must be networked. To meet the specific needs of such an increasing information traffic, networks, gateways between these networks and specialized servers offering versatility, efficiency, flexibility and reliability must be developed. To fulfil these requirements Alcatel CIT Télématicque developed the ALCATEL8300 system. ALCATEL8300 is a telecommunication oriented data processing system based on a multiprocessor architecture built around multiple main buses. The capacity of its processors and the characteristics of its input-output structure make it particularly suitable for real-time systems, telecommunication, processing and in fact most of the applications areas requiring a high level of availability. It fits a large range of systems from small 2-Mips processors up to large configurations able to switch several thousands of messages per second. The performances of the system and the facilities offered enabled the development of a homogeneous ALCATEL CIT product line such as the DPS2500 Packet Switching Network, the DPX400 electronic messaging system and the DPC700 signalling transfer point as well as many other applications (EFTPOS network, value added networks...). The level of functionality supported by the native operating system ATHOS, the availability of ANIX (a UNIX® V.3 adaptation), the full support of CCITT N7 protocols make the ALCATEL8300 a very competitive product for new applications areas such as intelligent networks and transactional systems.



ALCATEL8300

- Flexible multiple bus structure
- Modular multiprocessing power
- Dynamically reconfigurable architecture
- Fault tolerant system
- Powerful front end devices
- High performance operating system (ATHOS)
- Built-in UNIX compatible operating system (ANIX)
- Software packages for telematics applications

The ALCATEL8300 based Global Network

The development of the Alcatel E10 system is a key element in the Company's concept of a "Global Network". This Global Network enables Alcatel to offer its clients a complete service for all current and future needs.

The Alcatel Global network concept includes around the telephone network and its evolution towards ISDN: data and value-added networks (particularly electronic mail), intelligent networks, cellular radio systems, dedicated control and maintenance networks, and finally the evolution towards broad-band ISDN using asynchronous TDM techniques.

Significant benefit is also derived from the experience gained by France Telecom, who today operate the biggest digital data-transfer and value-added networks anywhere in the world.

This network concept has always applied to the Alcatel E10 system itself. The main building blocks of the system, the connection and control subsystems the subscriber access subsystems and the remote digital concentrators, are themselves part of an internal network using CCITT SS7 signalling protocols. This structure permits optimisation of switching and transmission costs in terms of investment and function, in any operating environment.

A Complete Family of Products and Systems

Around the Alcatel E10 switch providing the digital network core, the Global Network concept covers the complete family of products and systems needed for today's and tomorrow's networks, on the basis of the common ALCATEL8300 technology:

- * Data and value-added networks:
 - DPS 2500 X.25 packet switching
 - DPX 400 X.400 electronic mail
 - EFTPOS Electronic Fund transfer/point of sale systems
- * Intelligent networks:
 - DPC 700 CCITT SS7 signalling transfer
 - SCP/SMS Intelligent network nodes
 - RCP Mobile radio control point
- * Alcatel E10:
 - OMC 83 Operation and maintenance centre
 - OCB 283 Connection and control sub-system
- * Operating and Maintenance Networks:
 - NMC/NMU Operating and maintenance centre for dedicated networks.

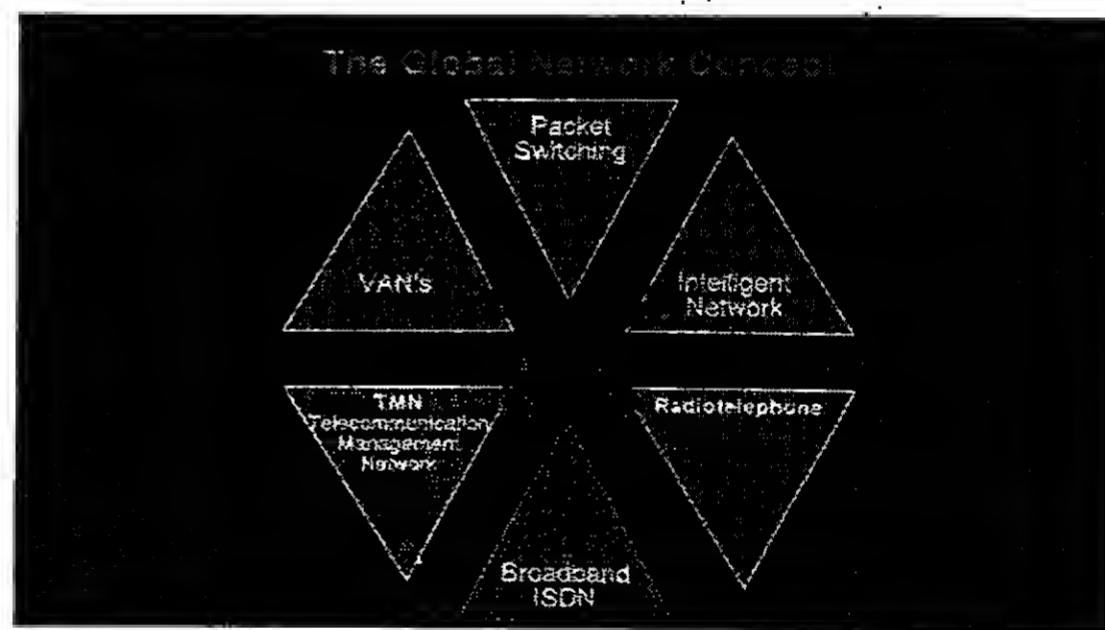
Uniform physical construction and well-proven software allow for easy portability of essential functions, thus permitting the user the maximum flexibility in planning for network growth.

The Functional Module Concept of Alcatel E10

The Alcatel E10 has an open architecture based on three major functional building blocks:

- Subscriber access to the network
- Switch connection and control
- Office operation and maintenance

The basic design concept is that of the distribution of all system functions between the different hardware and software modules of these blocks. This allows for simple, controlled change in the system without having to change the original structure in any way, or waste any investment which has already been made.



Alcatel E10 - Technical Evolution Mastered

The competitiveness of the Alcatel E10 system is guaranteed by its capacity to integrate new technologies as soon as they become available on the market. This feature applies not only to new switches, but also to switches already in service. New technology through the introduction of the ALCATEL8300 Processor has also increased the capacity of the switch to the current 200,000 subscribers and 800,000 BHCA's (calls attempts during a busy hour).

Software Portability

Since the Alcatel E10 first came into service an impressive quantity of code has been written to cope with 61 different national environments; over five million lines of program application code are currently in the library. The principle followed in all planned evolution of the Alcatel E10 system is that this major software asset always be conserved; this is done by automatic portability of software from one generation of Alcatel E10 equipment to the next.

Automatic program translation permits continued use of all the modules dealing with call-processing, translation, charging and operations and maintenance, of successive generations of equipment. For example, the updating of the operations and maintenance subsystem (OMC 83) was carried out by an automatic portage onto the new processor (ALCATEL 8300). Since the completion of this operation, Alcatel CIT now manages a single software source which corresponds to two different versions of the same technology.

Uniform Operating Environment

The operating environment of the Alcatel E10 system is identical in all of its versions. For example, the Subscriber Digital Access Unit (CSN), which supports mixed analogue/digital subscriber lines, can be added as an extension to exchanges already equipped with its predecessor, the Subscriber Analogue Access Unit (CSE).

Similarly, the new version of the Connection and Control Subsystem (OCB 283) is capable of connecting CSE and CSN at the same time.

The man-machine interface and the system operating procedures are also unchanged.

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Alcatel E10 THE UNIVERSAL SYSTEM

Leading Edge Technology

The Alcatel E10 system is at the leading edge of technology in every field:

- *The basic ALCATEL 8300 processor, used also in all Global Network applications, uses the most recent 32-bit microprocessors.
- *Together with the distributed structure of the control unit, this gives the system a significant reserve of computing power for future development.
- *The 16-bit data bus is a single stage T-network (2048 MIC), with 0 blocking probability and no path search.
- *Inter-processor communications use token-ring technology.
- *The technology used makes extensive use of VLSI integrated circuits and surface mounted components.
- *The number of cards and components used is very low (32 different cards for the OCB 283).

Evolutionary Functions

Alcatel E10 is designed to support all the new services required by users and operators. This facility is essential in order to cope with the continuing worldwide expansion in demand for telecommunications.

Improvement, not Replacement

Alcatel's R & D policy of design continuity allows it to propose new equipments which complement, rather than replace, existing switching assets. From the outset Alcatel has instituted a regular, structured programme for functional and technological upgrades.

Alcatel's periodic addition of new functions in the Alcatel E10 building blocks allows it easily to support new functions, or to introduce individual specifications for a given country.

The autonomy of the functional blocks greatly simplifies these upgrades. Implementation of an upgrade can be carried out on working switches with neither disruption of traffic nor disturbance of function.

Functional Upgrades

Each new upgrade, in itself entirely compatible with all previous ones, comes as a coherent whole:

- System functions and services.
- (Possibly) Additional equipment.
- Versions of software.
- Associated documentation

Upward compatibility between different functional levels of technology is standard development practice in the system. Any working switch can be upgraded by additional software and hardware, without interruption of service. It is in this way that upgrades as significant as CCITT SS7 signalling and ISDN are currently being introduced into working switches serving tens of thousands of subscribers.

Exchanges at different levels of upgrade can coexist comfortably in a network.

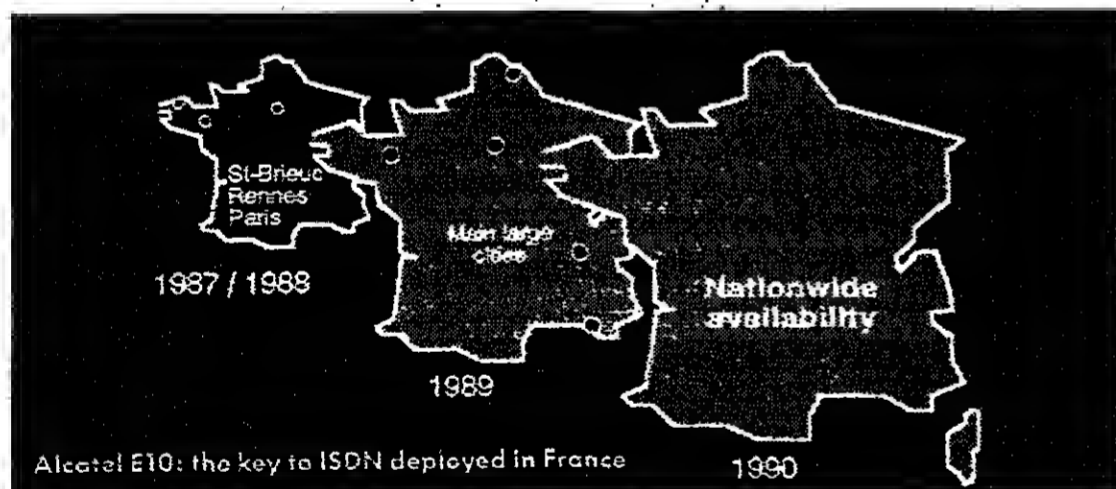
The introduction of ISDN services is thus not restricted just to the most recently installed exchanges. All Alcatel E10 switches, no matter which version of connection and command block they use (OCB 181 or OCB 283), can accept the software and hardware upgrades needed for commercial implementation of ISDN.

Alcatel E10, the Key to ISDN

For the Alcatel E10, ISDN is a functional extension of the system, in exactly the same way as the regular introduction of new facilities.

The key design concept which guarantees controlled development in the ISDN environment is that of successive generations of software and hardware, each of which is fully compatible with and complementary to its predecessors. Investment is fully protected.

ISDN can thus be introduced into every switch currently in service worldwide, without any interruption to the service being provided at the time. This explains why NUMERIS, the French ISDN will be available worldwide as early as 1990.



The main applications of NUMERIS, either in service or under development, are in the following fields:

The written word:

- Archiving, document consultation
- High speed facsimile
- Electronic mail

Sound:

- Radio reporting
- Telephone conferences
- Recorded messages

Data transmission:

- Multi-site software development
- Transmission and updating of software
- Computer remote assistance
- LAN interconnection

Imagery:

- Photographic bulletin boards
- Updating Videotext bulletin boards
- Transmission of medical imagery
- Remote surveillance, verifications
- Remote multi-site video publicity
- Remote teaching
- Video telephony

A Simple Card Change

When an Alcatel E10 uses CCITT SS7 signalling, is equipped with Subscriber Digital Access Units (CSN), and ISDN software has been introduced into the system control, the introduction of ISDN service to subscribers is carried out by a simple, low cost card change.

Connection of an ISDN subscriber is carried out by insertion of a subscriber card into an

equipment rack in the switch. This card can either replace a subscriber's analogue card, or be added to any number of these cards, since the analogue and ISDN cards are totally compatible.

It is this capacity for simple functional evolution within switches which lies behind the rapid expansion of ISDN service in France, since it is based on hundreds of Alcatel E10 switches already in service.

ISDN - A Commercial Reality

At the end of 1987 the use of Alcatel E10 allowed France Telecom to launch the first commercial ISDN service. This service has been operational in Paris and its surrounding region since the autumn of 1988, under the name of NUMERIS.

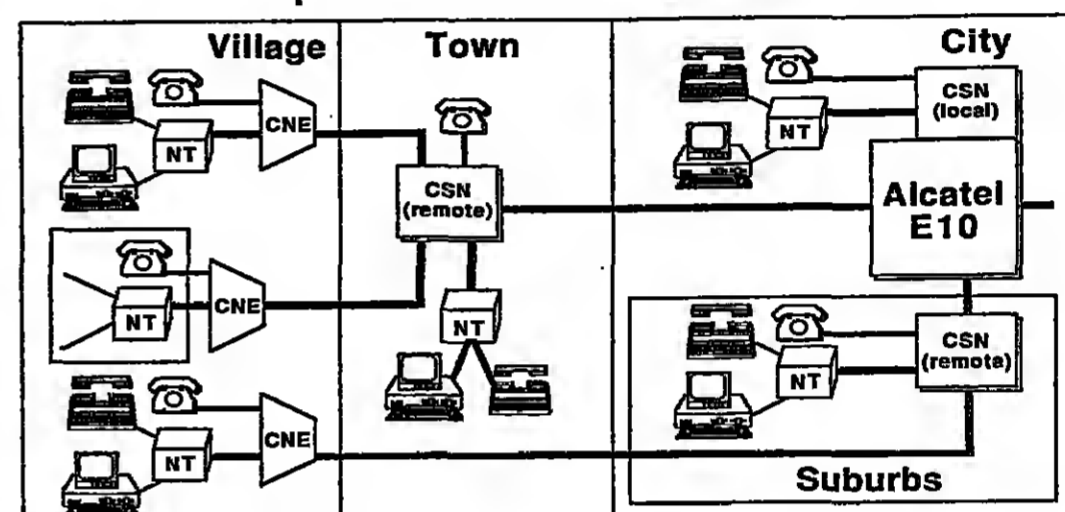
The service will be extended to the principal cities in France during 1989; national coverage will be obtained in 1990. Starting in 1989 the Alcatel E10 will be used for a pilot network in the Republic of Ireland.

THE SUBSCRIBER DIGITAL ACCESS UNIT (CSN)

The Subscriber Digital Access Unit (CSN) is the subscriber connection unit of the Alcatel E10. Based on the experience gained with preceding generations of equipment, it is designed to optimise distribution networks.

The unforeseen profusion of new services and the progress towards ISDN, is allowed for by a significant increase in computing power and signalling capacity.

Optimization of the local network



Unique Characteristics

The CSN is either equipped with the connection and control subsystem acting as host exchange or remote from the switch. In both cases it is connected to them by standard PCM links using CCITT SS7 signalling. Local and distant CSN are thus identical down to the physical interface.

The CSN is made up of basic concentrators, which can in their turn be remote from the common element of the CSN which contains the control module and a communication network. These remote concentrators are known as Remote Digital Concentrators (CNE).

They are linked to the CSN by means of up to 4 PCM links. This decentralisation of the subscriber distribution network on two discrete geographical levels permits optimisation of subscriber access in any type of habitat. It avoids the need for additional multiplex equipment or long physical line pairs, and brings the same services to all subscribers.

The CSN in addition, functions on an autonomous basis. If the links with its host switch are disrupted, it can act as a local exchange and maintain communications between all subscribers who are connected to it either directly, or through CNE's.

All the software of a CSN, including that of its remote CNE units can be downloaded automatically over links with its host switch. This feature is routinely used to update the subscriber translation tables in distant CSN, and for the installation of updates to CSN software.

The CSN is a mixed facility, which is to say that it can connect analogue and ISDN subscribers in any mix as the need arises, since the relevant subscriber cards are interchangeable.

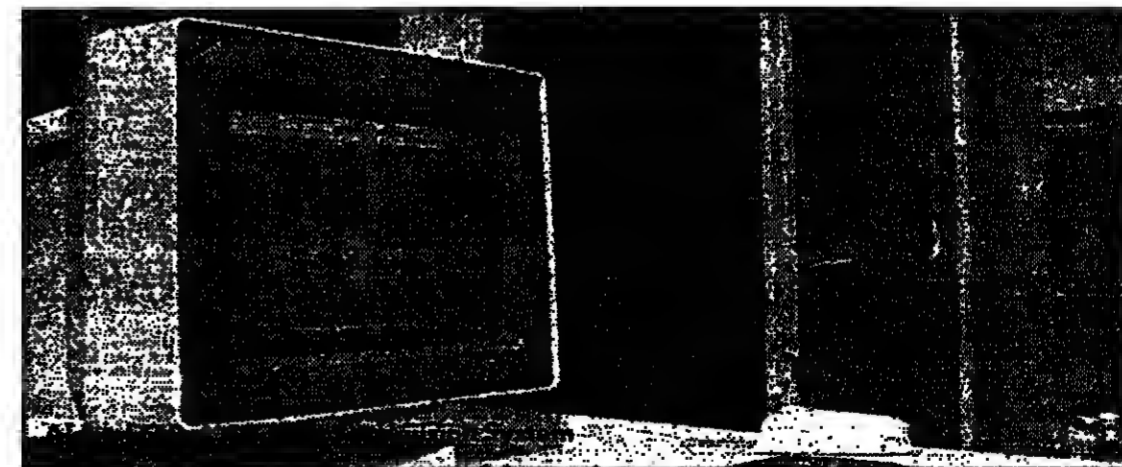
The CSN can switch automatically back-up subscriber interfaces circuits in case of failure, without subscriber service being affected.

This automatic replacement avoids urgent interventions on remote sites which can be replaced by periodic visits.

There is no traffic concentration on subscriber cards, cutting out the need for traffic loads balancing at the input of an exchange.

The CSN physically connects over 5000 subscribers by means of the 20 basic concentrators with which it is equipped, each of which can connect up to 256 analogue subscribers, 128 ISDN subscribers or any mix.

The CSN is connected to its host switch, that is to say to the connection and control subsystem of an Alcatel E10 exchange, by up to 16 PCM links. CNE are connected to the CSN by up to 4 PCM links, depending on the traffic and the grade of service required.



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MANAGEMENT: Marketing and Advertising

The Japanese salaryman knows his baseball. After the pre-breakfast briefing on Fuji TV, there's the sports pages and the sport papers. There's the nightly live telecasts, and the whole gamut of post-game activity - the replay of replays and the stern-faced analysis. The salaryman, as he is called in Japan, knows more about Hara's batting average and Kuwata's strike-out rate than he does about Takeshita's tally on the Recruit scandal scoreboard.

The prospect of that loyal audience, and of coverage on a grand scale has made baseball an irresistible investment for the image-conscious company. Having sponsored a Hawaiian golf tournament and a Japanese tennis player, and contemplated backing marathon runners, Orient Leasing wanted a deal that would give the impression of being more than just a leasing operation, albeit the largest of its kind in Japan.

After a hint last year from the Hankyu railway company that it was tired of bankrolling the loss-making Hankyu Braves baseball team, Orient Leasing bought the team, changed the name to the Orix Braves, and then, a month ago, formally changed the company's name to the Orix Corporation. Research showed that about 25 per cent of Japanese surveyed knew of Orient Leasing before the baseball connection; immediately after the purchase, 85 per cent recognised Orix, and the figure continues to rise.

"It has been a tremendously effective result. Almost 100 per cent of people recognise the name Orix," says Toru Yamagishi, who headed the company's programme and is a general manager of administrative affairs.

"Owning the Braves has made a great difference to the way we do business. In the past, when one of our sales people went to a company he had to explain that we are such-and-such a company and describe our area of business. Now, there is no need to say such a thing. We get down to business straight away."

Such recognition is crucial in Japan, where potential corporate customers insist on knowing a company's breeding and its place in the greater scheme of corporate things. The problem for Orix now is to ensure that the team, which has surprised most salarymen by leading the Pacific League competition, keeps on winning - a losing image would be bad for business.

The company had planned the corporate name change before buying the Braves, but bringing Orix into the world on the front of a baseball uniform seemed like a good idea. Yamagishi says a few directors were concerned that buying a baseball team might damage the reputation of Orient Leasing, founded in 1964.

Other executives were not keen on the name Orix, but the need for a change was agreed, partly because consumers sometimes confused the company with Orient Finance, Japan's most profitable consumer credit company.

(An unfortunate slur on the name Orient Leasing occurred on hoardings written in katakana, one of the three Japanese scripts. Due to the use of similar and sometimes misread characters,

Sponsorship in Japan

Benefits of keeping an eye on the ball

The fortunes of Orix Corporation have become tied to its baseball team. Robert Thomson explains why



After buying the Braves, public awareness of Orix leapt from 25 to 85 per cent

the signs were thought to be advertising not "Orient Lease" but "Orient Sauce".

Landor Associates International, the US-based design consultancy, was hired to devise an identity package. It provided a shortlist of new names, which included Ascend, Finex, OLC, and Orix. Japanese companies like to have names that embody a certain profundity, and so the "Ori" stands for "originality", while the "x" symbolises "flexibility, diversity and excellence".

Like many Japanese companies, Orix is attempting to exploit the leisure boom driven by growing individual wealth, shorter working hours and long-

er holidays. There are plans to build two hotels, three golf courses, a condominium, and ranches in a 90 sq km site in Hawaii.

Still, the company depends on the leasing business - office equipment, industrial machinery, and transportation equipment - for about 60 per cent of sales, while instalment credit and loan business comprises about 30 per cent.

The baseball-driven public image inspired Orix to tap the consumer market more directly, which has happened already with the usual range of baseball souvenirs. On a grander scale, the company, not afraid of mergers and acqui-

sitions, has bought into a carpet maker, Toshiba, now known as Orix Interior Corporation. Orix Auto Leasing (née Orient Auto Leasing) and Orix Credit Corporation (née Family Consumer Credit Corporation) are also cashing in on the reflected glory of owning a baseball team.

In the years after the war, baseball teams tended to be owned by newspapers, railway companies and entertainment corporations. Railway owners figured that fans would take trains to the games, and that the publicity would be useful to their plans to develop sites around railway lines and terminals.

The Braves were formed in 1936 and are based near Osaka, and under the sale conditions, the team had to keep the name Braves, the same home ground, and the same coach.

The 12 professional baseball teams in Japan do not often change hands, but during the off season, the Nankai Hawks, named after another railway company, were also sold, and became the Daiichi Hawks. That team, bought by the country's largest supermarket chain, was moved from Osaka to Fukuoka, on the southern island of Kyushu, suggesting that brand allegiance is more important than home-town support in Japanese baseball.

Getting the right name on the players' uniforms has been a problem for some team owners. Nippon Meat Packers Inc owns a team called the Nippon Ham Fighters. Others include the Lotte Orions, owned by the Lotte confectionery company, and the Taiyo Whales, which belongs to the Taiyo company that made its name in fishing. The most loved and hated team is the Yomiuri Giants, owned by the Yomiuri newspaper group.

According to Yamagishi, Orix has cut its advertising budget because owning a baseball team means that the company's name is in the paper every day. He estimates that it costs at least ¥2bn (\$2m) and probably as much as ¥4bn annually to run a team, and, for Orix at least, there is no immediate pressure to make a profit on baseball. About 8 of the 12 teams claim to be at least breaking even.

"By itself, the team is a losing proposition, but we are thinking about the whole company. It is the impact on the overall image that we watch. Everybody has said that the purchase has been a great idea," Yamagishi says.

Orix is trying to build attendances at the team's games, and likes the idea of cultivating Braves fans early. As Yamagishi explains: "We have formed a children's supporters group. We have a new song and a new uniform. We are trying to encourage television companies to broadcast more of our games."

"The conversion of children may take time, but the stock market, always looking for a good excuse to bounce around a share price, is already watching the results of games closely. A British analyst based in Japan reports that turnover of the company's shares increased significantly after the Braves purchase. Curiously, the share price has risen in the last week or so, even though the front-running team has been on a losing streak.

Sketchley's 'golden egg'

Philip Rawstone on the services group's reinvigorated marketing

Three years ago, a salesman for Sketchley Services got an average of five minutes in which to make his pitch for a contract for workwear rental and cleaning. Today, the salesman's interview with a prospective customer lasts an average 45 minutes.

Over the same period, the conversion of appointments into sales proposals has increased from 1 in 10 to 1 in 2 and the conversion of proposals to new business contracts, from 1 in 10 to 1 in 5.

Since 1986, new business has grown by nearly 50 per cent a year - from £1m to £2m.

This growth has been hatched from what Sketchley's group managing director, Tony Coles, calls the company's "golden egg" - a computerised customer database linked to a vigorous telemarketing operation.

In 1986-87, when Sketchley was shedding operations in the US and Canada which had been causing it problems, it also began to devise a strategy to strengthen and expand the range of its consumer and business services in the UK.

The first decision it made was to invest £200,000 in building a central computer database, providing a detailed profile of every Sketchley customer and prospect. In it now is stored information on 240,000 businesses - company names, addresses, post codes, and telephone numbers, the names of senior executives, the size of workforces, the kind of business activity, new factory or office building projects, and current service contracts held by Sketchley or its competitors.

By the end of this year, the database is expected to cover 300,000 businesses, 65 per cent of them commercial, 45 per cent industrial.

As it started to get a better picture of its customers' needs from the database, Sketchley began to review the way in which its salesforce was trying to meet them. It looked first at Sketchley Services' sales activity in the £150m workwear market.

The company claims a 30 per cent share of the market but faces strong competition from several big rivals - Initial, Spring Grove and Johnson - as well as a host of smaller companies.

Steven Garner, then newly-

appointed as sales and marketing director, says: "We found the sales methods we were using quite inappropriate."

Customers had to make high value, high risk decisions which took time. A workwear contract may not cost much per employee but the average package totals around £12-15,000 and, for a company such as Ford, can run into several millions.

Changes in company practice in this field also needed careful handling to ensure they did not upset industrial relations.

"We concluded that the only way we could sell to these customers was face-to-face," says Garner. "Relationships had to be established in which our salesmen were regarded as consultants, analysing the customers' problems and proposing solutions."

What was happening in practice was that Sketchley's salesmen were making their

appointments by "cold-calling" - knocking on doors on a particular trading estate, for instance - and trying to sell the service, mainly on price, at short notice and in a brief interview.

Sketchley decided to put together a 16-strong central telemarketing team, with access to the computer database, to work with the sales force by making appointments for it. The benefits were immediately apparent, says Garner.

Sales campaigns were more precisely focused and controlled. From the database, lists of prospective customers could be extracted by town or region, by activity or by size, according to the targeting strategy.

Using these lists, each telemarketing operator made around 65 calls a day to identified decision-makers in the customer companies. Salesmen found they not only got more appointments, but 20 per cent more time in their working day to do their selling.

Sales activity could be constantly monitored and fine-tuned to step up the pace or ease it, providing a more con-

sistent flow of business and better stock control.

The success of the initial database telemarketing persuaded Sketchley last December to extend the operation to cover more companies within the group. By February, the telemarketing team, based in Nottingham, had been expanded from 16 operators to 60. It now makes some 3,500 telephone calls a day, supporting some 90 salesmen for six companies across the country.

Garner, himself, has been transferred to Sketchley Vending, which claims 10 per cent of the £500m drink and food vending machines market. Telemarketing has already resulted in a significant improvement in the "quality" of the appointments the salesmen make, he says.

Sketchley Dry Cleaners' commercial division reports that 75 per cent of telemarketing calls are leading to sales presentations.

Though closely linked, the database and telemarketing operations are being run by separate managers. "It requires different management skills to develop them and give us the greatest possible flexibility in their use," says Coles.

The database - at an operating cost of £90,000 a year - is now being used for an increasing variety of purposes. All Sketchley's companies can feed information into the database and extract from it whatever they need for other marketing campaigns. It is being used, for example, to manage the group's sponsored annual nationwide golf championship for 2,500 teams from customer companies - and to follow up the business leads that it generates. Last year it brought in £1m of new business.

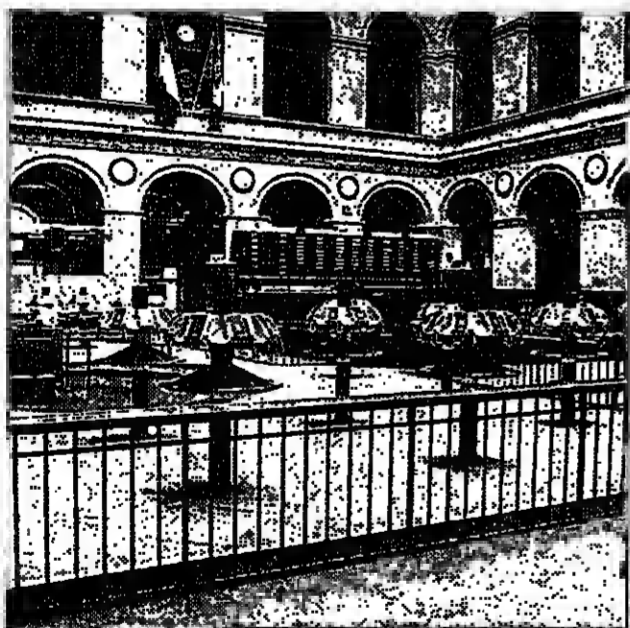
The group is using it for market research and personalised direct mail shots; for building business from existing clients for other group services; for monitoring competitors' activities as well as improving its own.

Sketchley's database capability, together with its telemarketing expertise and software, may yet form the basis of another commercial venture. "We are now considering whether we can find customers outside the group for some of the services we have developed and found so valuable ourselves," says Coles.

Where do powerful ideas in communications come from?

NORTHERN TELECOM

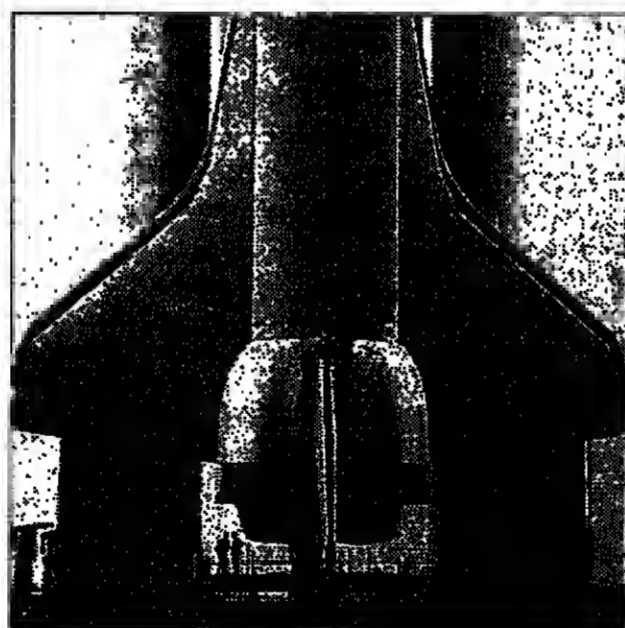
THE POWER BEHIND COMMUNICATIONS



Paris Bourse - A major European stock exchange.

When the Paris Bourse decided to expand its services to meet growing demand in France, they chose Northern Telecom to supply their digital voice and data communications network.

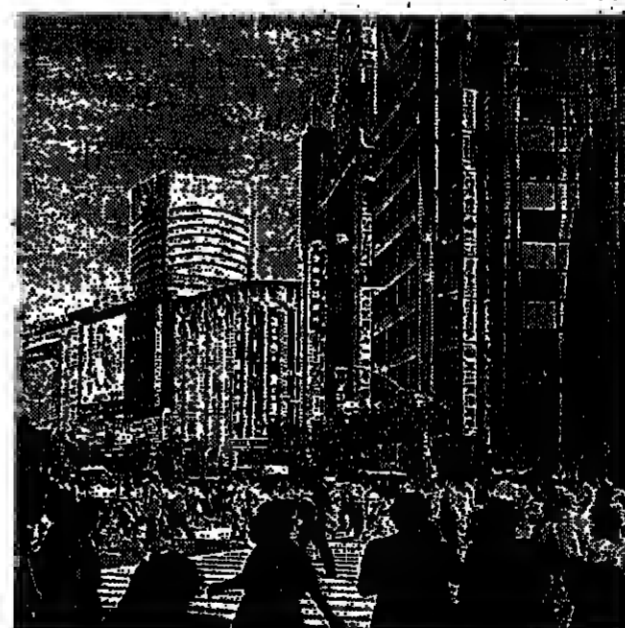
With this system, the brokers, dealers and agents trading on the Exchange can give their customers rapid access to accurate and up to date information and maintain constant contact with shareholders, banks and stock markets worldwide.



The thrust behind NASA's data network.

To carry the vast amount of data from its computer network to desktops throughout the Ames Research Center, NASA selected a Northern Telecom integrated network system.

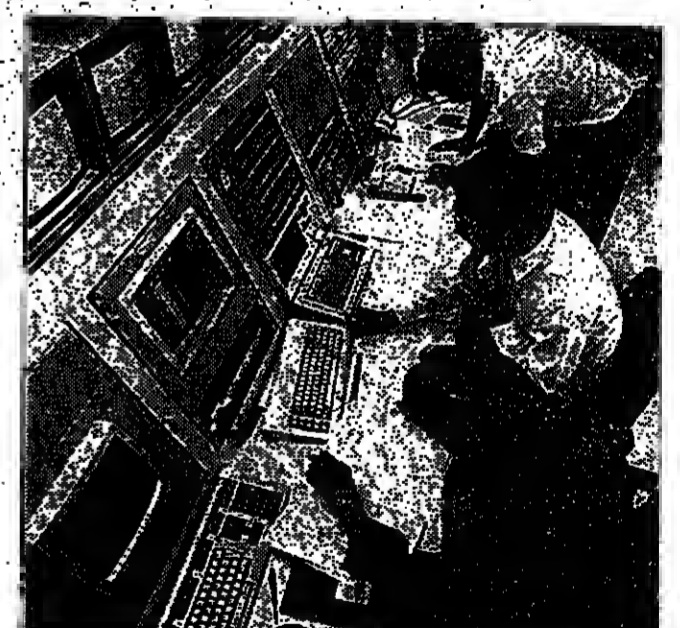
It links the widest variety of terminals of any PBX. It opens access to the local network of supercomputers, mainframes and minicomputers. It even reaches data on NASA's nationwide computer network.



The world's largest telephone company.

When Japan's enormous public telephone network needed new community dial offices, they wanted the most advanced equipment available.

That's why they called on Northern Telecom - the corporation that has built the largest base of digital switching systems in service around the world.



S.W.I.F.T. - the world's largest financial services network.

When the Society for Worldwide Interbank Financial Telecommunication decided to move to packet switching technology, it turned to Northern Telecom.

On completion of its enhanced network in 1990-1991, no fewer than 2,600 financial institutions in over 60 countries will be constantly linked. And every day, over one million messages will pass between them.

ARTS

There's no star like an old star

Nigel Andrews wraps up the Cannes Film Festival while Ann Totterdell reviews other London openings

Anyona who second-guessed the Cannes Film Festival jury this year deserves a Grand Prix in Higher Palmistry...



Best Actress prize: Meryl Streep for her role as Lindy Chamberlain in 'A Cry in the Dark'

Each was a fancied Golden Palm. Each has been mentioned in dispatches on this page. Instead - astonishing - the gilded frond wrapped itself around Steven Soderbergh's 'Sex, Lies and Videotape'...

Since it won the Best Actor prize too, for the dapper comic Mr Spader, we must assume that a jury including Wim Wenders (President), Sally Field and Peter Handke is such a bizarre blend of pretty faces and piercing brain-cells that anything could happen...

We must, however, applaud the Best Director prize to Yugoslavia's Emir Kusturica for 'Time Of The Gypsies'. Kusturica also collected the prestigious Roberto Rossellini Award for three wonderfully innova-

live films to date, including the 1985 Golden Palm-winner 'Faster Is A Way On Business'...

And most eyes, please, for Gregory Peck. Escorting his latest film, 'Old Gringo' into town, he was met on the prize-night platform by Yves Montand...

The festival's final days fall into merry disarray. It is even this at Cannes: 'As closure' approaches, critics hurtle round town like ptarmigan, prodded by the cries of colleagues: 'You must catch the last showing of X, Y or Z'...

Here are three last showings I gratefully caught. May each film soon come to Britain. 'Santa Sangre', Alejandro Jodorowsky, weird genius of visionary 'El Topo', returns to cinema with a fantastical tale of love and death...

Orlac crossed with 'S'. 'Malpractice'. Riveting docudrama from Australia, in which things go wrong for woman rushed to hospital to give birth...

Back in Britain, audiences may see the film that created more emotion than any other at Cannes. Dishevelled by raking searchlights, martial music and Omar Sharif, it opened the festival. It is 'Lawrence of Arabia' (PG, Odeon Marble Arch)...

The soundtrack, re-vamped for Dolby, now washes over us like a tidal wave. And the images, shot in the last splendours of 70-mm, should make the home-video generation sit up and scream in amazement...

We are shockingly spoiled. Writer Robert Bolt never bettered this point of a monomaniac with designs on history. His Lawrence grows from verbal dandyism in the British Army map-room...

This Lawrence advances through a dozen subtle phases linked in, with a deep-blue tormented romanticism, by O'Toole. And around him the Middle East in the century's middle teens fills up with Sir Alec Guinness, Anthony Quinn, Jose Ferrer, Jack Hawkins, Claude Rains and Heaven knows who else...

'Lawrence of Arabia' itself crumbles a little late on, when the story oscillates between our hero's increasingly doty killing-sprees and some tangled killing-sprees and some tangled killing-sprees...



The film that created more emotion than any other at Cannes: the revamped 'Lawrence of Arabia'

line news. 'A Cry in the Dark' performs the remarkable feat of making you not care either way. It treats through the tale as if on a fact-finding mission for a low-budget docudrama...

Three years ago, writes Ann Totterdell, a comedy science-fiction story about the residents of an old people's home in Florida who meet a group of

aliens with rejuvenating powers made an unexpected impact not only on the neglected over 60s market, but, ironically, on the general public whose surprised enjoyment itself came out of the ageism the film gently attacked...

The sequel's greatest handicap is that it has lost the novelty value and playfulness that let the original get away with the over the top sentiment and fantasy. When the six space travellers reappear on earth for a visit their determined friskiness is more embarrassing than comic...

somehow made deeply trivial by an inferior story line that raises too heavily on recycled ideas, and a flimsy sub-plot that exists only to employ a few younger actors.

There is nothing pretty about the predicament that executive type Robby Benson and his girlfriend (Fawny Kingston) have got into in Oscar Wilde's 'The Fisherman'...

Just as the 1960s did not swing quite so excitingly beyond Central London, so the ideals of much of American youth must have been acquired second hand. For small town boys like Scott and Ralph (Kiefer Sutherland and Robert Downey Jr.) in 1969 (15, Cannon West End), pacifism and hippie clothes start as barely modern fashionable passports to a good time...

Unfortunately Ernest Theron's over-zealous direction is an inadequate preparation of the film's pivotal final moments when the unlikely prospect of a whole community being politicised by the speech of one boy almost swamps the interesting moment when fuzzy attitudes become real convictions.



Fiona Shaw

As You Like It

OLD VIC

Four years ago, Fiona Shaw was a funny, devoted Celia (to Juliet Stevenson's Rosalind) in a Royal Shakespeare Company revival that described sisterly love in a wintery Edwardian secret garden...

physical ease in Arden becomes part of her interventionist maturity in the lives of others; the infatuation with Orlando takes its proper place in the forest, its power measured against the passions of shepherds and swains...

The Fisherman

ROYAL COLLEGE OF MUSIC

Four sinister figures in full evening dress and blood red gloves file silently on to the stage and with a symbolic lifting of their hands raise the curtain - an opening gesture of undisguised artifice that aptly sets the tone for this operatic version of Oscar Wilde's short story...

benign Corin fits in as anything but a post-Arcadian survivor. The idea of 'manish disguise' invades her like a virus. On arrival in Arden, we find a rocky, barren terrain marked off with false proscenium arches...

ARTS GUIDE

EXHIBITIONS London The Tate Gallery, Cecil Collins and F.E. McWilliam - retrospective shows side by side of two senior British artists...

Paris Cartes Muses et Monuments sold in museums and Metro stations enables visitors to avoid queues at 60 monuments...

Rome Accademia di Spagna. The Miris of Miris: More than 100 works by Joan Miris, including ceramics, drawings and watercolours...

WHY CROSS THE ATLANTIC SINGLE-HANDED, WHEN TWO CAN GO FOR THE PRICE OF ONE? Crossing the Atlantic this year will be even more enjoyable than usual. With Cunard's Two's Company offer you book a single cabin...

WHY CROSS THE ATLANTIC SINGLE-HANDED, WHEN TWO CAN GO FOR THE PRICE OF ONE? Crossing the Atlantic this year will be even more enjoyable than usual. With Cunard's Two's Company offer you book a single cabin...

May 19-25 Berlin Willi Remmert (1898-1965). To commemorate the 10th anniversary of the German abstract artist's birth there are 140 works from all his periods...

The Fisherman

text. The words were not always clear and the setting of them, though always vocal, did not add greatly to their meaning. After the interval, though, the story turns to cruelty and the score thinned out accordingly...

SALEROOM

Tissot record for news 'Reading the news', painted around 1874 by Tissot, which shows a chic young lady looking rather disdainfully at a Chelsea pensioner engrossed in his newspaper...

Hunting Gate 4444

FINANCIAL TIMES COMPANIES & MARKETS

Thursday May 25 1989

CANNING GROUP SPECIALITY CHEMICALS INDUSTRIAL DISTRIBUTION Quality Technology Service

INSIDE Not all milk and honey at Nestlé

As shareholders in Nestlé prepare to vote today on the food group's decision to open its registered shares to foreign ownership...

Reaching out to the other half One reason why Britain is short of scientific and technological talent in many disciplines is the failure to make them more attractive to one half of the population...

Happy pigs make better dinners St Michael The words "tender and succulent" on Marks and Spencer's pre-packed pork products...

Throwing out the pills Pills and poisons may soon be used in medicine cabinets, if functional food becomes as successful as analysts predict...

BAT suffers in US Aggressive price-discounting by rival US cigarette companies has hit profits at BAT Industries' big US subsidiary...

Market Statistics table with columns for Base lending rates, Benchmark Govt bonds, etc.

Companies in this section table listing various companies like ANZ Bank, Anglo United, etc.

Chief price changes yesterday table with columns for Frankfurt (DM), Paris (FFP), etc.

London (Pence) table listing prices for various companies like BAT Inds., etc.

RTZ cash call to fund BP deal

By Kenneth Gooding in London RTZ Corporation, the world's largest mining company, yesterday announced a one-for-seven rights issue of shares...

Daf issue values Bae's holding at close to £150m

By Kevin Done in London DAF, the Dutch commercial vehicle maker which is 40 per cent owned by British Aerospace through its Rover group subsidiary...

Carlton acquires UEI for £490m

By Raymond Snoddy in London MR MICHAEL Green, chairman of Carlton Communications, the British television services company, yesterday made his second large acquisition...

Hillsdown wins auction for Premier

By Nikki Tall and Lisa Wood in London HILLSDOWN Holdings, the food, furniture and property group, yesterday emerged as the successful bidder in the auction over Premier Foods...



The man who bought the dancing cows

Raymond Snoddy on Michael Green's takeover of UEI

THE RISE of Mr Michael Green, chairman and chief executive of Carlton Communications, has been remarkable by any standards. But now Mr Green can even make cows dance...

SmithKline merger with Beecham to cost £70m

By Andrew Hill in London THE TRANSATLANTIC merger between Beecham Group and SmithKline Beechman, which would create the world's second largest drug company...

Advertisement for Sherwood Computer Services PLC, featuring the B&C logo and text about placing 2,500,000 unquoted new 8.5p convertible preference shares at 100p per share.

INTERNATIONAL COMPANIES AND FINANCE

Hostile bid launched for Coalite

By David Waller

ANGLO United, an ambitious UK opencast coal-mining and fuel distribution company, yesterday launched a highly leveraged hostile cash offer for Coalite of the UK. This is a much larger company with interests ranging from smelting to fuel manufacturing to sheep farming in the Falkland Islands.

The bid values Coalite at £427m (\$672m) while Anglo's market capitalisation is £39m. Coalite rejected the offer, claiming that it failed to reflect the company's value or its potential and that it was not in shareholders' interests.

Anglo, which made a pre-tax profit of £5.2m in 1987-88 compared to Coalite's £46.5m in the same period, is run and 37 per cent-owned by Mr David McErlain, who has a long track record in the private coal-mining and fuel distribution businesses.

Mr McErlain said he had

been stalking Coalite for three years, and had talked to Mr Eric Varley, the former Labour Party politician who is chairman of the target company, several times with a view to securing an agreed deal.

The case for the bid was that Coalite's management and other resources had been diverted away from the company's core businesses in fuel manufacture and distribution to a "wide range of unrelated businesses, which have little or no connection with its core businesses or each other." This had been reflected in an indifferent earnings record, the bidder argued.

Mr McErlain said that Mr Varley and his colleagues were paying too much attention to a "hatch-patch" of subsidiary interests which span vehicle distribution, contract hire, waste disposal, quarrying, builders merchants, property

stevedoring, pazzolanic-cement and clay pigeon manufacturing, as well as the Falklands Islands Company.

The aim would be to put Coalite's core businesses with Anglo's fuel distribution activities to create a group with a 19 per cent share of the UK market, big enough to compete more effectively with British Coal, which has more than half the market. The peripheral businesses would be sold.

The finance for the offer will be provided by Samuel Montagu and the Hongkong and Shanghai Bank, under a \$4 year £200m acquisition facility and a £200m 1 1/2 year bridging facility to be repaid out of the disposal proceeds. Some £270m of the borrowings is hedged at 13 1/2 per cent.

The offer is pitched at 42p per share, a 29 per cent increase on the average price during January, the last month

Electrolux reports buoyant first quarter

By Robert Taylor in Stockholm

ELECTROLUX of Sweden, the world's leading white goods manufacturer, lifted first-quarter profits (after financial items) by 16 per cent to SKr871m (\$129.6m) from SKr753m a year earlier, reflecting the continuing buoyancy of worldwide demand for white goods across the world.

Group sales jumped 24 per cent to SKr21.14bn, reflecting a continuing strong demand for household appliances, where sales rose to SKr10.62bn from SKr9.55bn a year ago.

Electrolux said demand remained high for their household products in western Europe and the US, except for Britain where high interest rates had made a negative impact.

The commercial appliances division which makes commercial laundry and cleaning equipment, recorded an increase in sales from SKr1.5bn in the first quarter of 1988 to SKr1.74bn.

However, the group pointed out that its results were affected adversely because of its consolidation of the acquisition last November of Roper, the leading US garden equipment manufacturer, for \$295m.

But it added that Roper did have a positive effect of around SKr1bn on the group's sales of outdoor products.

Sales in this division almost doubled in the first quarter from SKr1.3bn to SKr2.38bn.

There was also an improvement by more than a quarter in sales in the industrial products division with a rise from SKr3.16bn to SKr4.50bn.

Mr Anders Scharp, chief executive, said the company had now laid the foundations for its growth in the 1990s and he told shareholders that expansion would come not only from household products but also in other areas of the company's activities in the European Community, North America and the Far East.

He pointed out that during recent years the company had invested SKr4.5bn in new products and plants and this would produce consequent expansion over the coming decade.

Nestlé ready to thwart critics of voting curbs

A MINORITY of Nestlé's shareholders has been voicing, privately and publicly, vigorous opposition to the amendments to the food group's articles of association on which its annual general meeting will vote today.

The critics claim that the changes diminish shareholders' rights, provide the company with an exaggerated level of protection against takeover and may hamper rather than enhance Nestlé's ability to broaden its capital base and achieve a higher market capitalisation.

Securing access to international capital and raising the market value of its shares were central motivations in Nestlé's decision last November to open its registered shares to foreign ownership. Less attention was paid at the time to the accompanying proposals limiting to 3 per cent of the total the number of shares and voting rights that may be held by one person or legal entity.

The proposals also require a quorum of two-thirds of the share capital and a three-quarters majority of the shares represented to make further amendments to the articles of association or to remove more than one-third of the board.

Opponents approve the opening to foreign investors but argue that Nestlé is going overboard in imposing these new restrictions. Criticism has been voiced publicly by the *Convention d'actionnaires de Nestlé* (Canes), which represents less than 200 shareholders and less than 1 per cent of the voting rights.

More seriously, doubts have been widely aired in discussions among lawyers and private bankers responsible for managing investment portfolios. Ms Erika Gouzer, a Geneva-based lawyer specialising in acquisitions and mergers, said the concession over foreign ownership as a smokescreen

behind which Nestlé's management is reinforcing its position against shareholders, Nestlé is telling foreigners, "you can buy our shares but do not think you can have any influence over our company," she says.

The food group's board and management have forcefully defended their decisions and even their opponents acknowledge that a vote in favour of the amendments at today's meeting in Lausanne is a foregone conclusion.

But Nestlé has taken its critics seriously. It has rebutted point by point the Canes group's criticisms, emphasising that the purpose of the shareholding and voting restrictions is to prevent an unfriendly attack by a raider secretly accumulating shares. Anybody making a takeover bid would have to act in the open and make sure he had a majority of shareholders with him.

The Nestlé management has argued its case with the big Swiss commercial banks and private bankers in Zurich, Geneva and Basle who can be expected under their powers of attorney either to vote with the board or to abstain.

Not all the bankers are convinced, although hardly any are ready to be quoted. However, Mr Pierre Mirabaud, a partner in the Geneva private bank which bears his name, said yesterday that he had been shocked by the board's letter to shareholders spelling out the reasons for the 3 per cent restrictions on shareholding and voting rights. The letter had ignored two existing articles which stipulate that 10

per cent of the votes are required to call for an extraordinary general meeting and 5 per cent to put an item on the agenda. Why had these limits not been reduced to 3 per cent? Mr Mirabaud asked.

Under the proposed amendments persons or legal entities "acting in concert with a view to circumventing" the 3 per cent limit would be counted as one shareholder. Lawyers see here an ambiguity which the board could exploit to block the convocation of an extraordinary general meeting, although Nestlé has denied any intention of preventing shareholders from joining together to exercise their rights.

Mr Mirabaud objected to the inclusion in the capital increase, on which shareholders will vote today, of an issue of reserved shares at par value carrying 4.8 per cent of the votes. These shares will be held by the big banks for use at the board's discretion. But that means effectively that 4.8 per cent of the votes are controlled by the board, Mr Mirabaud said.

Many Swiss banks are facing a conflict of interest, he added. They should clearly advise clients for whom they act under discretionary authority to oppose the amendments which were "putting into the board power which should belong to shareholders." On the other hand, banks either had members on the Nestlé board or bad commercial relationships with it, which they did not want to put into jeopardy.

Most of those voting today are prepared to give the Nestlé board the benefit of the doubt. In the absence of a Swiss code of conduct covering takeovers, their argument goes, Nestlé had no alternative, once it had opened its share capital to foreign investors, to reinforcing its defences against raiders.

Net income at Ferfin climbs to L554bn

By Alan Friedman in Milan

FERRUZZI Finanziaria (Ferfin), the ultimate holding company of Mr Raul Gardini's Ferruzzi-Montedison foods and chemicals conglomerate, yesterday reported a L554bn (\$382m) net profit (after minorities) for 1988 in its first ever consolidated balance sheet.

The profit was struck on consolidated turnover was L24,835bn.

Ferfin is the financial vehicle, 39 per cent owned by the Ferruzzi family, that emerged last year after a controversial asset play that saw Mr Gardini's Ferruzzi group transfer out of Montedison and into Ferfin a series of prize financial services, retailing and insurance assets.

The Ferfin consolidated balance sheet includes 100 per cent of Montedison's 1988 revenues of L14,122bn, even though Ferruzzi, through an industrial holding subsidiary, only controls 45 per cent of Montedison.

The Ferfin revenues do not, however, consolidate the substantial premium income from La Fondiaria, the insurance company that was last year transferred from Montedison to Ferfin and which is 49.9 per cent owned by Ferfin.

Campsa in pipelines accord

By Peter Bruce in Madrid

CAMPESA, the company which controls Spain's fuel distribution monopoly, has reached agreement in principle with four multinational oil groups, including Mobil, Agip and Total, allowing them access to its oil pipelines and tanker fleet and, hence, to Europe's fastest growing petroleum market.

The state-controlled company is also negotiating similar agreements with other foreign multinationals, including BP.

The agreement would be a significant breakthrough for the foreign companies, which had feared that the Spanish market, despite promises to the contrary by Madrid, would remain heavily protected after the European single market comes into operation after 1992.

Even under the agreements, the foreign companies would only be able to distribute imported products through the Campsa network.

Theoretically, after 1992 foreign groups would be allowed to develop their own distribution networks but the high cost of this could mean that Campsa continues

PKbanken 14% ahead

By Robert Taylor

PKBANKEN, Sweden's third largest commercial banking group, increased its operating profit by almost 14 per cent in the first four months of this year to SKr1.11bn (\$165m) from SKr976m for the same period of 1988.

Net interest income rose by 8 per cent to SKr1.97bn. But state-controlled PK said it expected expansion to increase more slowly over the rest of the year.

Robert Church of the University of Calgary in Alberta, Prof Church, who claims to have the backing of prominent Canadian individuals, said the group is in the last process of due diligence. "There are two or three loose ends we want to clear up," he added.

Institut Mériaux, itself majority owned by Rhône-Poulenc, would control 51.4 per cent of the new company on a fully diluted basis.

Rival Connaught offer seen

By David Owen in Toronto

A GROUP headed by a university geneticist may launch a bid for Connaught BioSciences, the Toronto-based vaccines and pharmaceuticals company which is planning to merge its human health activities with those of Institut Mériaux of France.

Connaught shares rose strongly yesterday on speculation that a new bid may emerge. By midday in Toronto, they were trading at C\$28 1/2 - up C\$1 on the day.

The group is led by Professor

KLM's pre-tax profit soars by 38%

KLM Royal Dutch Airlines said yesterday that its pre-tax profit for the year ended March rose 38 per cent to FI 434m (\$192m) from FI 314m a year earlier, AP-DJ reports. Net income per share rose to FI 7.08 from FI 5.94, the 39.4 per cent state-owned Dutch flag carrier said.

KLM did not break out fourth-quarter results but analysts said these had "almost certainly" been hoisted by extraordinary gains from aircraft sales that had been anticipated in the final quarter. Although the last quarter is usually characterised by depressed results for seasonal reasons, it appears that KLM swung into a profit of FI 27.4m from a loss of FI 8.2m a year earlier.

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INTERNATIONAL COMPANIES AND FINANCE

Porton slashes profits forecast

By Peter Marsh in London



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PORTON INTERNATIONAL, a UK pharmaceutical and biotechnology company backed by £76m from some of Britain's leading financial institutions, has published projections that envisage substantially reduced profits compared with a forecast the company made four years ago.

ing," he said. Another shareholder said that although drug companies commonly took a long time to push their products through development programmes, he was worried by the lack of evident progress.

hoped the herpes product would go on sale in 1990, two years behind the initial schedule.

Now it appears that significant sales of the product are unlikely to build up until 1992 or 1993, although the company says that clinical trials in the US are progressing well.

INTERNATIONAL APPOINTMENTS

Alcan Aluminium names president's successor

THE MONTREAL based Alcan Aluminium announced the appointment of Mr Jacques Bongie as president and chief operating officer from the beginning of July.

His preceding roles included Undersecretary of State for External Affairs and deputy minister of other departments of the Government of Canada in Ottawa.

President, is a partner in the Californian law firm of Herrington and Herrington.

Leadership change at International Multifoods

A CHANGE of leadership will take place at International Multifoods, the Minneapolis-based food group, on July 1, when Mr Tony Laiso takes over as chairman and chief executive officer on the retirement of Mr Andre Gillet from these posts.

COMPANY NOTICES

NOTICE OF APPOINTMENT OF JOINT ADMINISTRATIVE RECEIVERS... MANSFIELD LIMITED (TIA Ltd Overseas Branch)

Mitsui Finance Australia Limited... AS 200,000,000 Floating Rate Notes due 1991

KREDIETBANK S.A. LUXEMBOURGEOISE... The Fiscal Agent

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NOTICE IS HEREBY GIVEN that Michael Joseph Moore and David James Waterhouse of Coopers & Lybrand of Alton Court, 5 Milton Place, London W1P 8LP

THE COLN VALLEY WATER COMPANY... Sole Agent for the Supply of Water

NOTICE IS HEREBY GIVEN that the Transfer Books of Debenture Stocks will be closed for one day only on 26 June, 1989

EVE has notified the other members of a party on this day and value for money...

MMC INVESTIGATION INTO THE SUPPLY IN GREATER LONDON OF ELECTRICAL CONTRACTING SERVICES AT LARGE EXHIBITION HALLS

The Monopolies and Mergers Commission is investigating whether a monopoly situation exists in relation to the supply in Greater London of Electrical Contracting Services at large exhibition halls.

LEGAL NOTICES

IN THE MATTER OF THE HIGH COURT OF JUSTICE... CHANCERY DIVISION

IN THE MATTER OF THE INSOLVENCY ACT 1986... SWADDERS LIMITED

NOTICE IS HEREBY GIVEN that a Petition presented to His Majesty's High Court of Justice on 21st May 1989 for the confirmation of (1) the reduction of the capital of the above-named Company from £25,000,000 to £20,000,000 and (2) the reduction of the Share Premium Account of the said Company from £2,250,000 to £2,025,000 is directed to be heard before the Honorable Mr. Justice Peter Gibson at the Royal Courts of Justice, Strand, London WC2A 2LL on Monday the 12th day of June 1989.

ANY Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital and Share Premium Account should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any creditor requesting the same by the undersigned Solicitors in payment of the regulated charge for the same.

NOTICE OF CREDITORS' MEETING IN ADMINISTRATION PROCEEDINGS... Grenville Insurance Services Limited

NOTICE IS HEREBY GIVEN that a meeting of creditors in the above matter is to be held at The Governor House Hotel, Charter Square, Sheffield 1 on 15 June 1989 at 11.00 a.m.

PROXY forms should be completed and sent to me by the date of the meeting if you cannot attend the meeting and wish to be represented. In order to be entitled to vote at the meeting you must give to me, not later than 14 days before the meeting, details in writing of your proxy, if you have not already done so.

IN THE MATTER OF THE INSOLVENCY ACT 1986 AND IN THE MATTER OF LOPOL COMMUNICATIONS LIMITED (In Voluntary Liquidation)

NOTICE IS HEREBY GIVEN pursuant to Section 105 of the Insolvency Act 1986 the General Meeting of the Members of the above named Company will be held at 1 Wardrobe Place, Carter Lane, London EC4V 6AJ on Tuesday, 29th June 1989 at 10 a.m.

NOTICE IS HEREBY GIVEN that the creditors of the above-named Company, which is being voluntarily wound up, are required to send in their full particulars and addresses, their debts or claims, and the names and addresses of their Solicitors (if any), to the undersigned BRIAN MILLS of 1 Wardrobe Place, Carter Lane, London EC4V 6AJ the Joint Liquidator of the said Company, and, if so required by notice in writing from his Joint Liquidator, are, personally or by their Solicitors, to come in and prove their debts or claims at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

NOTICE OF APPOINTMENT OF JOINT ADMINISTRATIVE RECEIVERS... PARROT CORPORATION LIMITED

Registered number: 1730726... Trade Description: Other Manufacturer of floppy disks

LEGER... BRITISH PAINTING

FINANCIAL INSIGHTS - WE HAVE THE LAST WORD

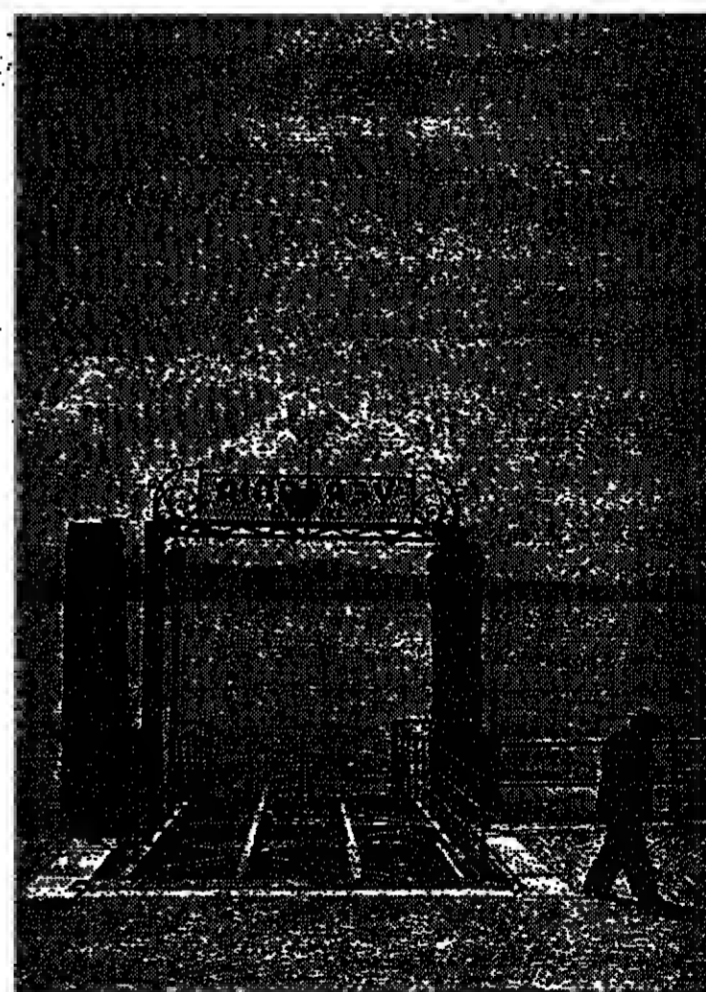
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INTERNATIONAL CAPITAL MARKETS

Foreign fund groups win Japanese trust campaign

By Stefan Wagstyl in Tokyo

FOREIGN fund management companies have won a campaign for entry into the ¥51,000bn (\$359.4bn) Japanese investment trust industry.

The Ministry of Finance confirmed yesterday it would prepare guidelines for the admission of new companies, including foreign groups, into the industry by the end of this year and grant licences from early 1990.

In contrast to entry into some markets - notably membership of the Tokyo Stock Exchange - no pre-determined limit will be set on the number of foreign companies. Nevertheless, the level of investment which will be needed is likely to limit the foreign applicants to about six.

Executives at overseas fund management groups welcomed the MoF's decision, which was made in the face of opposition from Japanese securities companies.

The opening of the market to new companies could herald a wide-ranging upheaval in the Japanese investment trust management industry, which has been criticised for giving investors poor service.

Just 14 Japanese securities companies have been allowed to operate investment trusts for the past 25 years. Four of them - Nomura, Daiwa, Nikko and Yamabuchi - account for 76 per cent of the market.

Ever since a stock market crash in 1964 hit investment trust managers, the MoF had refused to issue new licences until existing management companies were fully rehabilitated. The process was completed this year.

The basis of the MoF's plan for the future of the industry is a report it accepted this week from an advisory panel of experts. As well as admitting new companies into the market, the report recommends forcing fund managers to give more details about their financial performance in order to promote competition.

The authors doubt the wisdom of banks being allowed into the industry because of the possible conflicts of interest between a banking parent, which holds large amounts of stock on its own account, and a fund management subsidiary, which acts for clients.

By the same token, the report supports measures to stamp out similar conflicts of interest at existing fund management groups owned by Japanese securities companies. Problems arise even when there are strong fire walls between different parts of the business, the report says.

Japanese securities companies have been criticised for allowing two kinds of abuse to develop, one is shifting poorly performing shares from a house account to the investment trust, while the other is boosting investment trust turnover in order to generate revenue.

To answer these criticisms the industry is planning reforms, including an end to posting senior managers to the investment trust company from the parent securities house.

Foreign companies will face some stiff tests before being granted licences. The report says new companies must satisfy the MoF about their investment records, the stability of their management and the adequacy of their Japanese sales network.

The MoF stressed the last condition could prove difficult for some foreign companies to meet. "Not many companies can clear this high hurdle," it said.

The foreign groups who are interested in managing Japanese investment trusts include Shearson Lehman Investment Management, Warburg Investment Management, Merrill Lynch Securities, Jardine Fleming Securities and Credit Suisse First Boston.

Mr Jean-Paul Renard, chairman of Shearson Lehman Asset Management Group Asia, said not many foreign companies had the determination and commitment needed to enter the market.

In order to create a sales network, foreign companies are developing links with Japanese companies, including small- and medium-sized companies and regional banks, to win access to retail customers.

In some cases the Japanese agents could become partners - sharing with the foreign group an equity interest in the Japanese trust management company, for example.

Eventually foreign groups might take stakes in their Japanese partners, or vice versa.

Existing Spanish stockbrokers are set to lose their monopoly on July 29.

Cofir and its partners have taken the maximum legally permitted stake in Eurofinanzas, although they will be allowed gradually to raise their stake.

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Benedetti buys into Spanish stockbroker

CORPORACION Financiera Reunida, the Spanish investment vehicle of Mr Carlo De Benedetti, the Italian financier, has teamed up with Spanish partners to acquire a 30 per cent stake in a Madrid-based stockbroker Eurofinanzas, Reuter reports.

Under a sweeping reform of Spanish stock exchanges, stockbrokers, who currently enjoy a monopoly in all share transactions, have the option of forming brokerages or share-dealing firms with minimum capital requirements.

Cofir is joining Banco Zaratogano, in which Spanish construction group Grupo Construcciones Contratas-Grucyca holds a dominant stake, and Derivada, owned by Spanish charity for blind people, to acquire the stake in Eurofinanzas.

Grucyca said Eurofinanzas had raised its capital to Ptas50m and had applied to the state-run National Securities Commission to be registered as a share-dealing company.

The commission has set a deadline of June 23 for applications from stockbrokers seeking to set up brokerage firms or share-dealerships, which can deal on their own account.

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These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

24th May, 1989



(Incorporated as a Società per Azioni in the Republic of Italy)

(London Branch)

U.S. \$80,000,000

12 per cent. Oil-Linked Depository Receipts due 1993

issued by The Law Debenture Trust Corporation p.l.c. evidencing entitlement to all payments in respect of deposits with Credito Italiano, London Branch

Issue Price 101 1/2 per cent.

Nomura International

Credito Italiano International Limited

Schroders to advise on sale of Italian bank

By Andrew Baxter

SCHRODERS, the UK merchant banking group, has been appointed to advise on the sale by IRI, the Italian state industrial holding company, of a 51 per cent stake in Banco di Santo Spirito, Italy's 18th largest commercial bank.

The appointment represents something of a feather in Schroders' cap, as it fought off competition from three or four international investment banks which had wanted the job.

The bank's sale also represents France's Crédit Lyonnais on its purchase of a controlling stake in Credito Bergamasco, a large private bank based in northern Italy.

Schroders will be advising both IRI and Cassa di Risparmio di Roma, Italy's second largest savings bank, which is buying the 51 per cent stake. IRI will retain a 58.7 per cent stake in Santo Spirito.

The UK merchant bank will be acting as an arbitrator, applying previously set criteria to reach an agreed price for the deal. Italian press reports have suggested the eventual price will value Santo Spirito at about L1,500bn (\$1,088bn).

The Santo Spirito sale represents the first stage of a restructuring of the Italian public sector's interests in banking and finance, and further work for international merchant banks is likely.

Jordan's money-changers, forced by the Government to close in February to curb speculation against the dinar, may shortly be allowed to reopen following discussions with the central bank, Reuter reports.

According to bank officials, any decision to let the money-changers reopen would need more than two months' study. However, money-changers might be allowed to operate under tougher restrictions than before.

The Government's growing leniency results partly from the need to stamp out the local black market, which has been trading the dollar at 610 fils against the official rate of 640 fils.

Some banks have stopped selling dollars at the official rate. Those that have maintained a market have been adding in commissions to bring the effective rate up to the black market level.

Mitsubishi Bank plans NYSE listing

MITSUBISHI Bank plans to apply to the Securities and Exchange Commission to list its shares on the New York Stock Exchange, possibly by this year's third quarter, Reuter reports.

The listing may take the form of American depository receipts but no details have been decided yet, a bank official said. Mitsubishi's listing would be the first by a Japanese company on the NYSE since 1982 and the first for a Japanese bank.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Table with columns for US DOLLAR, DEUTSCHE MARK, SWISS FRANC, and various bond types (STRAIGHTS, CONVERTIBLE, etc.) with sub-columns for Issued, Bid, Offer, Day, Week, Yield, and Change.

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NEW ISSUE

24th May, 1989

ONWARD ONWARD KASHIYAMA CO., LTD.

U.S. \$200,000,000

4 1/4 per cent. Bonds 1993

with Warrants

to subscribe for shares of common stock of Onward Kashiya Co., Ltd.

Issue Price 100 per cent.

Nomura International

- List of international financial institutions: Daiwa Europe Limited, Sumitomo Finance International, Banca del Gottardo, Bank of Tokyo Capital Markets Group, Banque Indosuez, Barclays de Zoete Wedd Limited, Daiwa Bank (Capital Management) Limited, DKB International Limited, Robert Fleming & Co. Limited, Fuji International Finance Limited, Kleinwort Benson Limited, KOKUSAI Europe Limited, Maruman Securities (Europe) Limited, Merrill Lynch International Limited, Mitsubishi Finance International Limited, New Japan Securities Europe Limited, The Nikko Securities Co., (Europe) Ltd., Nippon Kangyo Kakumaru (Europe) Limited, Prudential-Bache Capital Funding, Salomon Brothers International Limited, Sanwa International Limited, Sumitomo Trust International Limited, Swiss Bank Corporation, Taiheyo Europe Limited, Tokai International Limited, S.G. Warburg Securities, Yamaichi International (Europe) Limited.

CORPORATE FINANCE

The Financial Times proposes to publish a Survey on the above on 12 July 1989

For a full editorial synopsis and advertisement details, please contact:

DAVID REED on 01-873 3461

FINANCIAL TIMES

LONDON MARKET STATISTICS

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for EQUITY GROUPS & SUB-SECTIONS, Wednesday May 24 1989, and Year ago (approx). Lists various industry sectors like CAPITAL GOODS, BUILDING MATERIALS, etc.

RISES AND FALLS YESTERDAY

Table showing RISES AND FALLS YESTERDAY for British Funds, Corporate Bonds, etc.

LONDON RECENT ISSUES

Table listing EQUITIES with columns for Issue No., Amount, Price, etc.

FIXED INTEREST STOCKS

Table listing FIXED INTEREST STOCKS with columns for Issue No., Amount, Price, etc.

RIGHTS OFFERS

Table listing RIGHTS OFFERS with columns for Issue No., Amount, Price, etc.

TRADITIONAL OPTIONS

Table listing TRADITIONAL OPTIONS with columns for Issue No., Amount, Price, etc.

LONDON TRADED OPTIONS

Large table listing LONDON TRADED OPTIONS with columns for Call/Put, Strike, etc.

FIXED INTEREST

Table showing FIXED INTEREST rates for various maturities and indices.

TRADITIONAL OPTIONS

Table listing TRADITIONAL OPTIONS with columns for Issue No., Amount, Price, etc.

WATER INDUSTRY

The Financial Times proposes to publish a Survey on the above on 20 JUNE 1989. For a full editorial synopsis and advertisement details, please contact: DENIS CODY on 01-873 3301 or write to him at: Number One, Southwark Bridge London SE1 9HL.

TSB BANK advertisement: With effect from the close of business on Wednesday, 24 May, 1989 and until further notice, TSB Base rate is increased from 13.00% p.a. to 14.00% p.a.

BARCLAYS BANK BASE RATE advertisement: Barclays Bank PLC and Barclays Bank Trust Company Limited announce that with effect from 24th May 1989 their Base Rate increased from 13% to 14%.

Standard Chartered Base Rate advertisement: On and after 23rd June, 1988 Standard Chartered Bank's Base Rate for lending is being increased from 8.5% to 9.0%.

Coutts & Co. advertisement: announce that their Base Rate is increased from 13% to 14% per annum with effect from the 24th May 1989 until further notice.

Girobank advertisement: Girobank announces that with effect from start of business on 25th May 1989 its Base Rate was increased from 13% to 14% per annum.

MIDLAND The Listening Bank advertisement: NEW INTEREST RATE BASE RATE Increased by 1% to 14% per annum with effect from 24th May, 1989.

THE CO-OPERATIVE BANK Base Rate Change advertisement: With effect from Thursday 25th May, 1989 Co-operative Bank Base Rate changes from 13.00% p.a. to 14.00% p.a.

National Westminster Bank PLC advertisement: NatWest announces that with effect from and including Wednesday 24th May 1989 its Base Rate is increased from 13.00% to 14.00% per annum.

UK COMPANY NEWS

Strong increase in milling and baking but food services lower than expected
RHM profits advance by 12% to £81.3m

By Nikki Tait

RANKS HOVIS McDougall, the food and bakeries group in which the Goldsmith/Rothschild-led Sunningdale consortium acquired a 29.9 per cent stake last week, yesterday reported a 12 per cent increase in interim pre-tax profits to £81.3m.

The figure for the half-year to March 4 was achieved on sales up by 6 per cent from £343.2m to £363.4m. After a tax charge down from 34.8 per cent to 31.5 per cent, earnings per share rose by nearly 16 per cent to 15.5p.

The interim dividend goes up by a fifth to 8.2p.

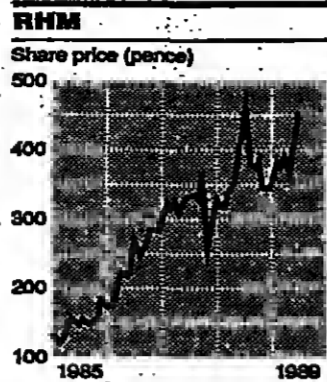
At the trading level, Rank's largest area of activity, milling and bread baking, showed a strong increase in profits from £25.8m to £33.4m. The company said, milling operations fared particularly well, thanks to a better harvest and good margins. On the bak-

ery front, RHM reported that the market was highly competitive and volumes fairly hard to come by, but claimed to have succeeded in holding its ground.

The grocery products division pushed profits up from £17m to £18.8m, with a relaunch of Robertson's marmalades and preserves producing growth in branded market share. The businesses acquired from Nabisco in November and the Just Juice operations bought in December also chipped in, although Ranks said their contribution after financing costs was broadly neutral.

Overseas US profits jumped from £3.2m to £5.1m and in the Pacific region, there was a more modest improvement from £8.2m to £8.5m.

However, two divisions saw a reduction in half-year trading results: Cakes and confection-



ery slipped from £12.4m to £11m, and RHM said that although branded cakes did better, rationalisation at OP Chocolate and pressure on margins explained the dip. Food services eased from £11.2m to £10.6m, with food

scars having some impact on the chilled products side and the mild, wet weather being described as generally unhelpful.

Other operations, largely property, added £5.3m, against £4.5m. The interest charge rose from £10.2m to £12.4m.

COMMENT

RHM shares eased 9 1/2p yesterday in the grim market conditions, but when Sir James Goldsmith, Kerry Packer and Jacob Rothschild sit on a chunky part of the register, it is silly to expect any price to bear too close a relationship to fundamentals. Moreover, given RHM's forecast of not less than £81m when it unveiled its ill-fated bid for Goodman Fielder Wettie a month ago, there was little scope for surprise in yesterday's news - although, divisionally, milling and baking performance did

rather better than expected and foodservices somewhat worse. Bid speculation aside, the question which has hung over Ranks for some time remains: how long can its recent impressive growth persist as the Avana merger benefits and the bakery rationalisation become less forceful motors? Tros, second half weather has been kinder and the group did forecast a similar 20 per cent dividend rise for the full-year, although this was made in the heat of the bid underwriting so perhaps should not be interpreted too strictly. Nevertheless, full-year forecasts do show quite a range, from £175m to more than £185m, suggesting prospective multiples of less than 15 to about 14 times. But that pales before the key question: will it all become sadly academic before the outcome is known?

Cash offer planned by Magnet for pref holders

By David Waller

MR TOM Duxbury, chairman of Magnet, and his boardroom colleagues at the Keighley-based kitchen furniture company were last night close to overcoming the last hurdle standing in the way of the success of their £625m buy-out bid.

They are expected to announce today or later this week a cash alternative for those preference shareholders who have refused to endorse the offer for their class of shares.

This could be worth up to £25m.

Several institutions - the most prominent of which was Sun Life - objected strongly to the combination of 25p in cash plus a new preference share valued at 80p.

Acceptances for the preference offer were 37.9 per cent at the second closing date last Friday, compared to 69.3 per cent backing from the ordinary shareholders.

The preference shareholders have it within their power to block the bid as any level of acceptances less than 90 per cent is prejudicial to the financing arrangements.

Interest rates hold
Hartwell to £10.4m

By John Thornhill

COMMENT

HARTWELL, the Oxford-based motor, property, and heating oil company, increased pre-tax profits by 7 per cent from £9.74m to £10.41m in the year to February 28.

A sharply increased interest charge of £2.38m (£915,000), resulting from high rates and borrowing for new capital projects, was largely responsible for limiting further growth.

Turnover grew by 21 per cent to £403,524 (£332,611). A final dividend of 2.1p is recommended for a total 3.1p (2.69p). Earnings rose to 8.53p (8.1p).

The group's properties were revalued during the year giving a surplus of £9.1m which has been incorporated in the accounts. At the year-end, the net assets of the group were valued at £90m, an increase of 20 per cent over the previous year's valuation of £66.5m.

Operating profits in the motor division rose by 11.9 per cent to £8.9m (£8m).

What was said to have been the mildest winter in 100 years hindered the progress of the group's heating division, but nevertheless, improved training resulted in operating profits advancing to £1.2m (£1.05m).

Mr Peter Huggins, chairman, said the company's property interests were particularly encouraging.

Hartwell was pleased with these results but the City did not seem quite so certain and shaved 6p off the share price to close at 126p. It was felt that the performance during the year was solid but not spectacular and that the company may have missed some of the benefits of the booming car market that other distributors have so conspicuously thrived on. However, the heating division did well to advance in the face of adverse conditions and the property division has considerable potential with several interesting developments. In the current year the prospects do not appear to be dynamic, although further out a considerable increase in rental income from the group's property developments will feed through strongly. Like Trimmoco, Hartwell has found an admirer in the Jemeel family, which currently owns about 18 per cent of the equity and this lends a degree of uncertainty to its future prospects while providing an element of bid premium in the share price. Pre-tax profits forecasts of £11.75m give a prospective p/e ratio of about 13.5 which may seem generous considering the short term fundamentals but fair in the longer view.

TLS Range joining USM
with value of £10.16m

By Vanessa Houlder

TLS RANGE, a Salford-based vehicle rental company, is joining the Unlisted Securities Market through a placing which values it at £10.16m.

TLS has a fleet of 664 commercial vehicles and 575 cars, which it rents out to individuals, businesses, local authorities and public utilities.

The company, which was formed in 1979, has grown by the acquisition of seven hire businesses, all within a 25 mile radius of Salford.

The criteria for future acquisitions is that they should be within 45 minutes of Salford, which includes Stoke-on-Trent, Leeds and Liverpool. Mr Peter Roberts, joint managing director, said the company had a "hub and spoke" philosophy. All depots should be close enough to Salford to use the central workshop and administrative facilities, he said. This allowed TLS to improve the returns of acquisitions by stripping out the overheads.

Mr Roberts said that acquisition opportunities were plentiful because leaving aside the major international companies which account for about 40 per cent of the total, the car and van market was a highly fragmented one.

Pre-tax profits in 1988 were £76,000 (£414,000) on turnover of £4,588m (£21.12m). The company said it was optimistic about the outlook for the rest of the year, given the buoyancy of the economy in the north-west of the UK. All its depots showed a continued increase in demand for all kinds of vehicles.

Mr Roberts said the company was undismayed about the effects of higher interest rates. "There is an argument that uncertainty in business turns a consumer to hiring rather than buying," he said.

Greg Middleton, broker, is placing 8.31m shares at 60p. The issue will raise £4m net of expenses for the company. This will be used to reduce its gearing from 300 per cent to 20 per cent. Dealings are expected to start on May 31.

Hambro America new division

By David Barchard

HAMBRO AMERICA, the US subsidiary of the London merchant bank, is to set up a new division to handle private placements in the US market, alongside its existing venture capital and mergers and acquisitions operations.

The new division is to be part of Shea, Pascall & Powell, an affiliate of Hambro America. It will be headed by Mr Neil Powell, who resigned last week as a managing director of

Bankers Trust Company.

Four other former members of Bankers Trust's private placement group have also followed Mr Powell to Hambro America.

Ketson questions record of bidding consortium

By Andrew Hill

KETSON YESTERDAY responded to attacks on its management by questioning the track record of the consortium bidding for the marketing and public relations group.

In its defence document, Ketson also told shareholders that the hostile bidder was trying to gain control of their company on the cheap.

The company pointed out that three companies connected with one of the members of the consortium, City and Westminster Financial, the private merchant banking and investment group, or its chairman, Mr Andrew Greystoke, had experienced financial difficulties.

CWF also advises the consortium and owns 23.5 per cent of another member of the bidding group, Summer International, the quoted training and education group.

Ketson said the third predator, Broad Street Group, the PR, advertising and marketing consultancy, had had "a somewhat chequered history" under its existing management.

The consortium said Ket-

son's criticisms were selective and misleading.

It is offering shares in a new company, Moneytab, in a one-for-one exchange for existing Ketson shares.

If the bid is successful, Moorgate, Ketson's troubled financial marketing and PR subsidiary, would be sold to Broad Street for up to £5m, and IETC, a training consultancy, to Summer, for up to £4.1m.

Ketson, which is proposing a radical restructuring said yesterday that it believed Moorgate and IETC were worth much more than the Broad Street and Summer offers.

Its market capitalisation at yesterday's closing price of 15p, down 1/2p, is only £2.8m.

Mr Walter Dickson, Ketson's chairman, said: "Our view is that the refinancing route gives shareholders every opportunity to regain some of the momentum they have lost."

As expected, Mr Jeremy Bond, whom Ketson is trying to oust as deputy chairman of the group, opposed the bid rejection.

FINANCIAL NEWS FROM B.A.T INDUSTRIES

Pre-tax profit £324m
In first quarter

THREE MONTHS RESULTS

| | £1 = \$1.69 at 31.3.89 (\$1.81 at 31.12.88) | 3 months to March 1989 | 3 months to March 1988 | Change |
|--------------------|---|------------------------|------------------------|--------|
| PRE-TAX PROFIT | | £324m | £277m | +17% |
| EARNINGS PER SHARE | | 12.48p | 10.59p | +18% |

- Pre-tax profit £324 million, +17% over last year's strong first quarter.
- Financial services contributed 48% to trading profit - profit mix unlikely to be reflected in full year's figures.
- Financial services profit £194 million, +£104 million. £64 million first time contribution from Farmers - Eagle Star's strong investment and underwriting performance - Allied Dunbar and Canada Trustco good progress.
- Tobacco profit £152 million, +2% - gains in most parts of the world offset by distortions and marketing investments in US domestic market. Success in cigarette export markets.
- Paper and pulp profit unchanged - good quarter for Appleton and pulp interests - weakness in Wiggins Teape's carbonless markets.
- In-a quarter where retailing has little impact on Group profit, good performances from Saks, Marshall Field's and Argos.
- Strong operational cash flow continues and would be enhanced by proposed Amati restructuring.



The full quarterly report is being posted to shareholders and copies are available from the Company Secretary, B.A.T Industries p.l.c., Windsor House, 50 Victoria Street, London SW1H 0NL.

This advertisement is issued in compliance with the requirements of the Council of the Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any shares. Applications have been made to the Council of the Stock Exchange for the whole of the Ordinary Share capital of Butler Cox plc, issued as to be issued pursuant to the placing by Rowe & Pitman Ltd. as admitted to the Official List. It is expected that trading will become effective and that dealings in the Ordinary Shares will commence on 2 June, 1989.

BUTLER COX
BUTLER COX plc

Incorporated in England under the Companies Act 1948 to 1987
Registered No. 12810577

Placing by
Rowe & Pitman Ltd.

of
1,761,678 Ordinary Shares of 5p each at 175p per share

SHARE CAPITAL

| Authorised | Issued and to be issued fully paid |
|------------|-------------------------------------|
| 2237,995 | Ordinary Shares of 5p each 2286,165 |

The Ordinary Shares of 5p each now being placed will rank pari passu in all respects with the Ordinary Shares of the Company in issue, including the right to receive all dividends or other distributions hereafter declared, made or paid on the Ordinary Share capital of the Company. Panmore Gordon & Co. Limited are the second distributor.

Butler Cox plc is a leading European management consultancy specialising in information technology and related areas. Listing particulars of the Company are available in the statistical service of Eutel Financial Limited. Copies of such particulars will be available during normal business hours on any weekday, Saturdays and Bank Holidays excepted, up to and including 2 June, 1989 from:-

Butler Cox plc
Butler Cox House
15 Bloomsbury Square
London WC1A 2LL

Rowe & Pitman Ltd.
17 Finsbury Avenue
London EC2M 2PA

Copies of the listing particulars are also available from the Company Announcements Office, The Stock Exchange, up to and including 30 May, 1989.

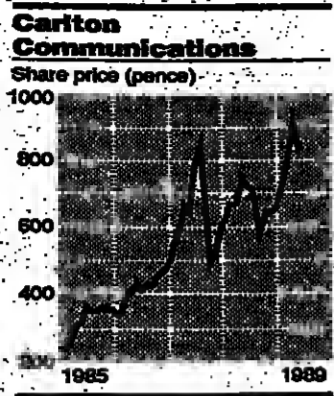
25 May, 1989

UK COMPANY NEWS

Carlton Communications almost doubled at £42m

By John Murrell

CARLTON Communications, the London-based television and photographic production facilities group which yesterday announced an agreed £1.7bn merger with DEI, has unveiled a near doubling of profits to £42.06m pre-tax for the six months ended March 31.



The increase, from £21.15m, was achieved on the back of a turnover more than doubled at £235.5m (£108.35m) which included £28.6m (£23.27m) from the associate company. Share of profits of the associate, Central Independent Television, rose to £3.7m (£3.1m) and there was also an £89,000 (£39,000) profit from the sale of investments. Interest charges this time of £3.45m compared with previous credits of £1.27m.

Chillington recovers from first half setback

CHILLINGTON Corporation recovered from the profit setback in the first half to record a 28 per cent increase in taxable profits at £3.91m, against £3.05m for 1988. Turnover rose by £16.58m to £64.63m, a 35 per cent increase.

Directors said all divisions showed good increases except for DIY which suffered from the inclusion of Acotopy in Brazil. After tax of £592,000 (£550,000) earnings per share on a net basis were 19.2p (16p) or 19.5p (5.7p) fully diluted.

The directors are proposing a final dividend of 5p, making a total for the year of 8p, against 7p. There is a scrip alternative. Minority interests took a lower £165,000 (£309,000) but there was a higher working capital adjustment of £383,000 (£350,000) representing the provision for the effect of inflation on the maintenance of real working capital of the Brazilian subsidiaries. There was an extraordinary charge of £174,000, against a credit of £2.56m, which mainly related to closure costs.

Securiguard expands courier service with £6m purchase

By Andrew Hill

SECURIGUARD Group, the security systems and industrial cleaning group, is to expand its existing courier services with the acquisition of City Link Transport Holdings, a private express courier company. The company is paying an initial £6.05m - £2.21m in cash and the balance in shares - for City Link, which operates 47 branches throughout the UK.

About 1.44m new shares will go to the majority vendors of City Link, including Mr Bob Thomas, the company's managing director, who will hold about 5 per cent of the group's enlarged equity. Mr Thomas, who will sign a three-year service agreement with Securiguard, and the other majority vendors also stand to earn deferred payments of shares based on 7 1/2 times City Link's average profits after tax in the two years following completion of the sale. There is no upper limit on the deferred payments.

Mr Alan Baldwin, Securiguard's chairman, said the group had been looking for a nationwide express delivery service, with a respected name, for some time. "Three majors in the industry have been chasing City Link hard, but they (City Link) didn't want to lose their identity," he said yesterday. Mr Baldwin added that all three potential buyers had been prepared to pay higher multiples than Securiguard for the business. The existing Securiguard express courier service would probably change its name to City Link, said Mr Baldwin. Over the next four years the service would be expanded to over 100 branches, with a move into continental Europe after about two years through small acquisitions.

In the year to October 31, City Link made £1.01m before tax on turnover of £12.5m. Securiguard made a record £3.22m before tax in the 54 weeks to November 6. In a depressed market, Securiguard's shares fell 5p to 267p.

Shaftesbury

Shaftesbury, the property developer, lifted pre-tax profits 83 per cent from £1.48m to £2.75m in the six months ended March 31. Total income amounted to £3.82m (£2.41m) while earnings per £1 share grew to 9.25p (6.26p).

Table titled 'GRANVILLE SPONSORED SECURITIES'. It lists various securities with columns for High/Low price, Company name, Price, Change, Gross Div, Yield, and P/E ratio.

Accountant criticises GRE board at agm

By Philip Coggan

MR CHARLES ROBERTSON, the accountant dismissed by Guardian Royal Exchange after he made allegations of tax irregularities at the composite insurer, yesterday sharply criticised the board at the company's annual general meeting. He made speeches opposing both the reappointment of three GRE directors and the reappointment of Coopers & Lybrand as the company's auditors. Mr Robertson was dismissed two years ago after GRE directors took exception to the way he contacted them with charges of tax irregularities dating back to 1974. The Inland Revenue's Inquiry Branch is still investigating GRE's affairs. An industrial tribunal ruled that Mr Robertson had been unfairly dismissed. The tribunal also commented that "it seemed to us the respondent's (GRE's) senior officials had been endeavouring to obstruct the applicant's (Mr Robertson's) efforts to make a proper disclosure to the Inland Revenue of the respondent's financial affairs".

GRE dropped an appeal against Mr Robertson's reinstatement but when he returned to work, he was ejected from the group's offices by police. Eventually, Mr Robertson gave up his battle for reinstatement and accepted £91,000 in compensation. Earlier this year, Mr Robertson was given a temporary job by MENCAP, the charity, but he has not had a full time job since his dismissal. His wife continues to work for GRE. At yesterday's AGM, Mr Robertson was treated with courtesy by GRE's chairman, Mr Charles Hambro, and allowed to make two quite lengthy speeches outlining the details of his case and his allegations against the directors. But his words fell on stony ground, no shareholder followed up his arguments and his was the only vote cast against the reappointments. His attack on Coopers & Lybrand followed a report produced by the accountancy group on GRE's tax affairs which found no evidence of fraud. Mr Robertson described the report as "a whitewash".

Habit forecasts recovery to £1.25m profits

By Clay Harris

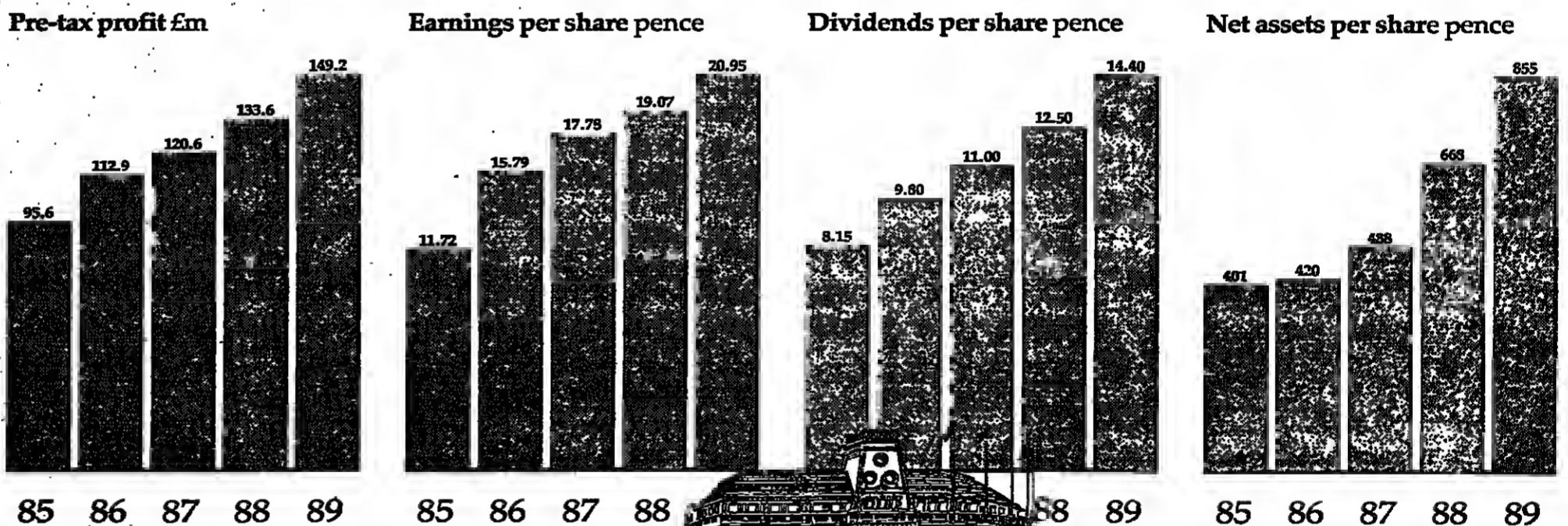
HABIT PRECISION Engineering, the diamond tools, gear polishing machines and bedsprings manufacturer which is resisting an £8.9m takeover bid, yesterday forecast pre-tax profits of £1.25m for the year to September 30, a sharp rebound from the £956,000 loss reported in 1987-88. However, Habit's suitor, the Anglo-Swedish engineering and construction services group Epicure Holdings, dismissed its target's defence document as "hot air." Epicure already owns 14.9 per cent of Habit's shares. At the operating level, which Habit chose to stress yesterday, its forecast profits of £1.5m would be a record, for Habit, surpassing the £1.41m achieved in 1986-87. On Habit's 5.9p earnings per share forecast, against a 6.09p loss last year and earnings of 7.5p in 1988-87, Epicure's offer represents an exit p/e of 10.8. Habit said this was an "attempt to buy a quality company on the cheap." Habit said it would consider

later whether to declare a dividend for the current year. The company was pulled into loss last year by a £1.2m deficit at Crosby Disks, its computer substrates subsidiary. In its offer document published earlier this month, Epicure noted that profits had fallen in Habit's engineering division in 1987-88. It also argued that substantial benefits, including lower overheads and joint product development, would be achieved by combining the two businesses. Habit said yesterday that its own strategy was already achieving results. It had received offers for its Doric bedsprings business. On April 20, the day before Epicure launched its bid, Habit also announced its intention to sell Walton Jigs & Tools. While Epicure trading at 82p, its two-for-one offer value Habit shares at 64p, equal to the cash alternative, against 70p in the market. Similarly, paper and cash offers both value Habit's unhalted convertible preference shares at 50p.

Another year of substantial and profitable progress

Portfolio valuation £5,211 million - an increase of £1,190 million - revaluation surplus £906 million Net assets per share up 28 per cent.

Proposed final dividend 10.3p per share - total for the year up 15 per cent.



Illustrations of a few current developments

- Uxbridge One, 142,500 sq.ft. of high specification air conditioned offices
- Major refurbishment of The Cornbow, Halesowen 224,000 sq.ft. of shopping
- Grand Buildings, Trafalgar Square, a pre-eminent building to provide 165,000 sq.ft. of air conditioned offices
- Princes Quay, Hull, an innovative 260,000 sq.ft. shopping centre and leisure complex being built over water

LAND SECURITIES

The Report and Financial Statements for the year ended 31 March 1989 will be posted on 5 June 1989. Non-shareholders who would like a copy are requested to write to: The Secretary, Land Securities PLC, Landsec House, 21 New Fetter Lane, London EC4P 4PY

PUBLIC WORKS LOAN BOARD RATES

Table with columns for term (e.g., 1 up to 2), rate by 1987, and rate by 1989. It shows interest rates for various loan durations.

*Non-quoted loans B are 1 per cent higher in each case than non-quoted loans A. †Equal instalments of principal. ‡ Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). § With half-yearly payments of interest only.



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| Nomura International plc | SBCI Swiss Bank Corporation Investment banking | UBS Phillips & Drew Securities Limited | |
| | S. G. Warburg Securities | | |
| Deutsche Girozentrale - Deutsche Kommunalbank - | Merrill Lynch International Limited | J. R. Morgan Securities Ltd. | |
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| Rahn & Bodmer | | Wegelin & Co. |
| Bank Sarasin & Cie. | | PBZ Privatbank Zürich |
| Bank Hofmann AG | Bank Cantrade AG | Schweizerische Depositen- und Kreditbank |
| BSI-Banca della Svizzera Italiana | | Schweizerische Hypotheken- und Handelsbank - HYPOSWISS |
| La Roche & Co. | | Banque Privée Edmond de Rothschild S.A. |
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BUSINESS LAW

A.H. Hermann looks at the prospects for uniform commercial terms which businessmen and women anywhere could choose

The privatisation of international trade law

This week, my last at the Financial Times, the United Nations Commission on International Trade Law (Uncitral), is having one of its bi-annual sessions in Vienna. Uncitral, a brainchild of Professor Clive Schmitthoff, has been for the past 25 years producing a stream of draft conventions, model laws and legal guides, designed to bridge the legal systems of East and West, of North and South and in addition to provide a lead in the formulation of laws needed to meet new modes of business communications.

Like the International Institute for the Unification of Private Law (Unidroit), which has been in the same business since the 1930s, Uncitral now feels the need to pursue a little and to divert some of its energy from new projects to the promotion of the many approved and signed but never applied in practice. The heads of the two teams, Mr Eric Bergsgren in Vienna and Mr Malcolm Evans in Rome, used almost identical language when I recently discussed this problem with them.

The two organisations partly cover the same ground but seem to manage without stepping on each other's toes. Uncitral has the advantage of status, being able to place its proposals before the UN Assembly or to call diplomatic conferences. Unidroit, as a private organisation though backed and financed by governments - Italy provides 25 per cent of its budget - must find a government which will sponsor it each time it wishes to place a project on the international agenda. This disadvantage is probably offset by a greater distance from UN politics and a wider remit. Unidroit covers not only trade law but the whole area of civil law.

The history of attempts at unification of laws follows closely the history of political integration in Europe and elsewhere. As long as trade was only of marginal importance, there was no need of it - the traders carried their law in their saddlebags.

The Roman Empire superimposed its law on conquered territories with varying intensity, applying it fully only to those who were Roman citizens. This "nationality principle" is now sometimes applied by US courts to US citizens and US companies abroad, to the dismay of the host countries. One task of law unification, not tackled so far, should be to deal with this and other problems of extrajurisdictional application of national laws.

Not much of Roman law survived the Dark Ages and the new urban

centres which emerged from them evolved their own legal systems independent of the "King's law" of whichever country they were a part of. On the eve of the French revolution, Voltaire complained that "one has to change law every time one changes horses." The great codifications of civil and penal laws were, in fact, great projects of law unification on a national scale. In England this was achieved by the judge-made Common Law.

New problems appeared with the growth of trade when the differences between the national legal systems of the civil law countries of continental Europe and the common law countries started to matter, and when the countries of the British Commonwealth started to produce their own versions of the common-law inherited from Britain.

In between the two world war legal unification was almost a family affair of the European countries, centred on Unidroit in Rome. It received a new dimension after the Second World War when the former colonies in Africa and Asia entered the world stage and when the countries of Latin America became more self-assertive.

At first the influence of the developing countries and of the communist bloc was mainly negative, inspired by a deep-seated suspicion of "capitalist and imperialist" law-making. That was the period of the great arbitrations by which the western oil companies tried to obtain compensation for nationalised concessions.

However, after some time the new African and Asian states discovered that a respectable legal system would be useful for attracting aid, investments and for gaining direct access to world markets. They now take a more positive interest in the work of Uncitral and Unidroit, and so do the communist countries.

In the post-war years it was often said that the unification of laws could somehow contribute to world peace. More recently, the emphasis has been on the practical usefulness of individual projects. In addition, the difficulties of obtaining a sufficient number of ratifications for conventions make it necessary to give projects the less ambitious forms of model laws or legal guidelines.

The post-war unification of laws has been most effective on a regional scale. The adoption of the Uniform Commercial Code throughout the US and the EC harmonisation of laws (on agents, bankruptcy, companies, competition, patents

The unification jungle
Other projects of legal unification

Agents:
The Unidroit Draft Convention on Agency in the International Sale of Goods was dropped after the adoption of EC Directive on Commercial Agents but may be revived later.

Contracts:
Unidroit Draft Rules on Liquidated Damages and Penalty Clauses; Guidelines for Drafting of Countertrade Contracts; Model Law on Public Procurement; Legal Guide on Drawing up International Contracts for the Construction of Industrial Works; and Unidroit Rules for the Formation of Contracts by Electronic Means.

Dispute resolution:
Unidroit Conciliation Rules; Arbitration Rules; Model Arbitration Law.

Payments and Credit:
Unidroit Draft Convention on ICC Rules for Bank Guarantees; Unidroit Draft Convention on Bank Guarantees and Stand-by Letters of Credit; Convention on International Bills of Exchange and International Promissory Notes; Legal Rules on Electronic Formation of Contracts; Legal Guide on Electronic Fund Transfers; Unidroit convention projects on International Credit Transfers; and on Security Interests in Mobile Equipment.

Sales:
Unidroit Convention on the Limitation Period in the International Sale of Goods; Unidroit and Council of Europe drafts on Product Liability (dropped after the adoption of the EC directive); Unidroit Legal Rules on Franchising.

Transport:
Unidroit Convention on Carriage of Goods by Sea, 1978. (The Hamburg Rules) designed to replace the Hague-Visby Rules; the IATA Warsaw Convention on Limitation of Liability of Air Carriers; and the Convention on the Contracts for the International Carriage of Goods by Road (CMR). (These three transport conventions are the only ones which became mandatory law in the UK.) Unidroit Draft Convention on the Liability for the Operation of International Terminals.

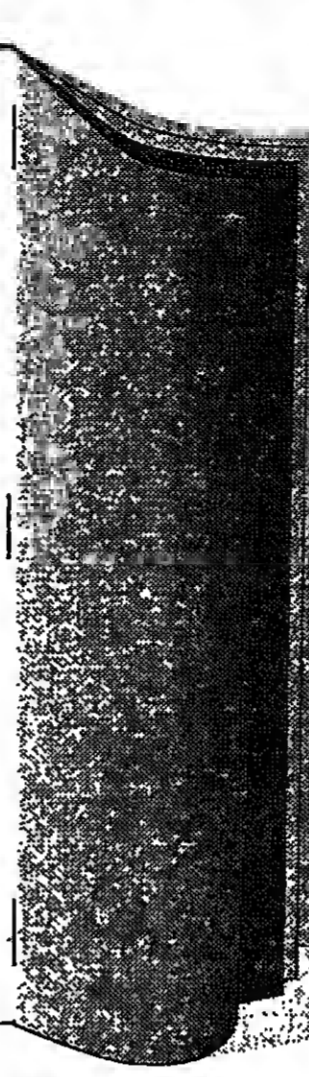
and trade marks, product liability, as well as choice of law applicable to contracts, and jurisdiction and enforcement of judgments) have already created two regions, each with its own uniform laws. This may make it harder to persuade them to support any world-wide unification.

The slow implementation of international conventions and the sparse use made of them by business contrasts with the outstanding success of the entirely private efforts of the International Chamber of Commerce in Paris. By systematic publicity, it has achieved worldwide acceptance of its Incoterms - defining such contract clauses as free on board (fob) and cost, insurance, freight (cif) - and of its Uniform

Customs and Practice for Documentary Credits.

The success of such efforts may be a sign that, as we approach the year 2000, the second stage of law unification is more likely to be achieved by private initiative. This is in marked contrast with the first stage of unification, around 1800. On the Continent this took the form of national codifications. In the British empire it took the form of the expansion of common law: London standard contracts, London arbitration and, ultimately, the commercial judges of the High Court made the law that ruled the waves.

For this reason, one might have thought at one point that the UK was ideally placed to take a lead in the unification of world trade law



- the so called Vienna Convention - which is probably the most significant achievement of unification efforts so far. It has been ratified by 19 states, Western, communist, Asian and African. The ratification by the US, Soviet Union, China, and a number of European countries, both in and outside the EC, has created considerable pressure on the British Government to follow suit. A move in this direction is now expected.

The Vienna Convention replaces the Unidroit Hague Convention of 1964, which proved unacceptable to the communist and developing countries. It has a wider geographical basis and will be mandatory unless the parties contract out. Signatory states can exclude the part relating to formation of contracts (rules on how contracts are made) but it seems unlikely that the British Government will do so if it decides to ratify.

However, even if ratified, the convention is unlikely to cut much ice in the UK. Professor Roy Goode, the leading UK expert on trade law unification, doubts the effectiveness of the convention. After listing its deficiencies, he writes: "as the seller will usually want to impose his own standard terms, the provisions of the Convention are likely in practice to be confined to cases where the parties either omit to exclude it through inadvertence or choose to allow it to govern the contract because they are unable to agree on any national law as the governing law."

In a quite different category are two projects aiming at a sort of model uniform commercial code.

A commission chaired by Prof Ole Lando is drafting Principles of European Contract Law for the EC. The practical significance of the work may well be that sooner or later Brussels will press hard for the adoption of a single commercial code for the Community.

A parallel Unidroit project, Principles of International Commercial Contracts, is led by Prof. Michael Bonell. It aims at universal application and is in an advanced state of drafting.

Such "principles" could serve as a model for countries wishing to codify their commercial law, and as a guidebook to arbitrators when the parties agreed that disputes should be decided according to general principles of law.

New possibilities for arbitration of this type have been opened by Lord Donaldson, Master of the Rolls, who said: "By choosing to arbitrate under the rules of the ICC

and, in particular, Article 13.8, the parties have left proper law to be decided by the arbitrators and have not confined the choice to national systems of law. I can see no basis for concluding that the arbitrators' choice of proper law - a common denominator of principles underlying the laws of the various nations governing contractual relations - is outwith the scope of the choice which the parties left to the arbitrators."

The drafting of general principles of contracts, and the many specialised unification projects, may prove useful in arbitration practice and to those drafting contracts. But the overall picture seems to be of excellent work largely wasted. This is due not only to the slow pace of governments and legislatures, but also to the unavoidable shortcomings of drafts resulting from a multinational compromise: such results are bound to be often judged and likely to be interpreted differently in different national courts. Also, parties better equipped for lobbying achieve greater respect for their interests in the unification drafts. In this way, carriers obtain limitation of liability unwelcome to the shippers, and banks are more likely to have their way than their customers. Moreover, even those drafts which do not suffer from such shortcomings do not often benefit in practice for the simple reason that they are known only to a small circle of governmental and academic experts.

To avoid disputes over contracts straddling national frontiers, or to facilitate their resolution, there may be a need for a plain language guide to uniform trade terms which businessmen and their legal advisers could incorporate in contracts in the same way as they use Incoterms. This is a project in which, I hope, the readers of this column will support me with information and criticism, as they have been doing in the past. For this, I would like to thank them all - but there is no need to say goodbye.

*R.M. Goode, Commercial Law, p. 576.
†In Deutsche Schachtbau- und Tiefbohrergesellschaft GmbH v The RAS Al Khatimah National Oil Co & Shell International Petroleum Co Ltd

A.H. Hermann, who is retiring as Legal Correspondent of the Financial Times at the end of this month, has been appointed D.J. Freeman & Co Senior Research Fellow on International Trade Law at the Centre for Commercial Law Studies, Queen Mary College, University of London.



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COMMODITIES AND AGRICULTURE

Tighter sugar supply estimated

By David Blackwell
THE WORLD sugar supply/demand balance is tighter than it appears three months ago, according to the latest Sugar Review from Czarnikow, the London trade house.

It has reduced its estimate for 1988-89 production to 106.11m tonnes from 107.02m tonnes predicted in February, mainly because of reduction of almost 1m tonnes in Indian output.

At the same time it has cut the forecast for consumption in calendar 1989 to 108.63m tonnes, compared with February's prediction of 109.4m tonnes.

Profits in store from contented porkers

Bridget Bloom describes an integrated pig project extending from breeding to retailing

"THE BOTTOM line is profit" said Mrs Amanda Ryder, scratching the ear of a particularly friendly pink and tan pig.

The animal was one of a couple of hundred rooting contentedly in a big 19th century Scottish stone barn, deeply lined with straw.

However, the point being made by Mrs Ryder, senior technologist in Marks and Spencer's meat department, was that the lack of stress which stemmed from the pigs' comfortable living produced better pork.

Somerset pig breeder, a meat processing enterprise and a handful of farmers could well prove an increasingly important phenomenon in British agriculture in the future.

Marks & Spencer's role in the pig project is remarkable principally because, while the company has no financial investment in it, it effectively controls each of the processes involved, from breeding the new stock through to the rearing, fattening and slaughtering of the pigs and to the processing and packing of the meat.

The story begins in the early 1980s when, taking up Lord Sleff's challenge, company technologists decided what was needed was a new pig bred not for bacon but for eating as fresh pork.



Marks and Spencer believes free range pigs produce tastier pork

tender and succulent eating. The partnership which produces the so-called SPM pig (from the initials of the three main companies) involves a lengthy chain in which Scotch, a Glasgow-based meat processing company with an annual 258m turnover, plays the central entrepreneurial role.

Mr Ian Galloway, managing director of Scotch, acknowledges the deal is tough. His company, and to a lesser extent the breeder and the farmer, take the financial risk.

things get sticky you don't often get stung out but you might have to cool your heels in the corner of the room for a bit.

Mr Porter, one of the seven Scottish farmers growing the pigs for Scotch, is obviously enthusiastic. "The whole idea appealed to me because the end product is market-led and much more satisfying than producing for the intervention stores," he said at his Ballinbeg farm near Dundee last week.

Neither he nor his farm manager, Mr Alan Stewart, had experience of pigs - which is what pig breeder Mr Eric Oaks, managing director of Peninsula Pigs, who supervises that end of the scheme, likes.

their role in the rotation, he can make savings on fertilizer from having pigs on - bare ground or grass, can use his own straw for bedding and can avoid the European Community's hated cereal co-responsibility levy.

Though his initial investment is high, at some £150 a sow it is a tenth of what it might cost to establish an intensive pig unit. The herd is managing about 10.5 live births per sow, with between 22 and 24 piglets reared a year.

On balance, however, all participants seem to be enjoying the scheme a success. Whether or not the outdoor pig becomes more fashionable as criticisms of intensive livestock increase, as many seem to believe it will, for Marks & Spencer profits does appear to be the bottom line.

US agricultural co-ops emerge stronger after the lean years

Deborah Hargreaves reports on the growing health of a slimmed down sector of the farming industry

THE US agricultural co-operative movement is only 5m tonnes of white sugar to be produced. Czarnikow does not believe the reduction in domestic output will mean a corresponding volume of imports will be required.

to cotton, fruit and veg and, in Kansas City, is the second largest co-operative in the US with annual sales of \$2.6m. The operation is run on a federated structure and is owned by 2,300 local area co-ops, which in turn service 250,000 farm families in over 19 states.

Farmland provides inputs such as petrol, fuels, tyres, feed and fertilizer as well as a variety of financial and management advisory services. Its subsidiary, Farmland Foods, processes and markets pork products in its own chain of supermarkets.

the services provided to farmers. The Panhandle Co-operative Association in Scott's Bluff, Nebraska, is one co-op that faced some deep cuts as a result of the agricultural slump.

ing for cattle farmers in its region as well as for sugar beet and potato growers. The co-operative is helping to sponsor diversification projects by local farmers, who are moving into growing sunflower seeds and setting up catfish farming operations among others.

Looking into diversification is a trend common among the smaller co-operatives, according to Mr Ingalsbe.

LONDON MARKETS

Table with columns: Commodity, Price, Change. Includes items like Cocoa, Coffee, and various oils.

COCOA & COFFE

Table with columns: Commodity, Price, Change. Includes Cocoa, Coffee, and various oils.

LONDON METAL EXCHANGE

Table with columns: Commodity, Price, Change. Includes Aluminum, Zinc, and various metals.

POTATOES & SOYABEAN MEAL

Table with columns: Commodity, Price, Change. Includes Potatoes, Soyabean Meal, and various oils.

US MARKETS

Table with columns: Commodity, Price, Change. Includes Metals, Grains, and various oils.

NEW YORK

Table with columns: Commodity, Price, Change. Includes Gold, Silver, and various metals.

CHICAGO

Table with columns: Commodity, Price, Change. Includes Soyabean Meal, Corn, and various oils.

SPOT MARKETS

Table with columns: Commodity, Price, Change. Includes various spot market items like oil, gas, and metals.

CRUDE OIL & GAS

Table with columns: Commodity, Price, Change. Includes Crude Oil, Gas, and various oils.

CRUDE OIL & GAS

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CRUDE OIL & GAS

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EC fruit regime comes under fire

By Tim Dickson in Brussels

SHARP CRITICISMS of the management and control of the European Community's regime for supporting fruit and vegetable producers are contained in a report published yesterday by the Court of Auditors.

Support measures for the sector - which include compensation for growers who withdraw their products from the market, processing aid for certain fresh fruit and vegetables, and intervention purchases and storage of surplus grapes and figs - cost the EC budget an average of more than Ecu 1bn (\$850m) a year between 1982 and 1987.

The Court examined control systems operated in France, Italy, Greece and the Netherlands for various products - though most of the costs are incurred in Italy and on citrus fruit - and concluded that: Administrative provisions governing withdrawals of fresh produce - modelled on the more highly organised Dutch system - are ill adapted to the marketing structures which exist in southern member states.

Small text at the bottom of the page containing publication details and contact information.

LONDON STOCK EXCHANGE

Equities shaken by rise in base rates

THE LONDON stock market suffered a setback but closed above the worst yesterday in the face of the move to 14 per cent base rate...

Account Dealing Dates: First Dealing Date: May 25, Jun 9; Second Dealing Date: May 26, Jun 10...

port line.) Since Friday the equity market has shed 72 points, or 3.27 per cent. In addition to the RTZ funding yesterday, the market grappled with a £513m acquisition of UEL by British Communications...

to sell stock and the longer term outlook may be more sanguine. We are not changing our forecast of FT-SE 2,260 by the year end.

a monthly deficit figure of £2bn from last week's consensus of around £1.7bn. "I would hope that a 14 per cent base rate will prove as short lived as last year's 7 1/2 per cent," said Mr Hughes.

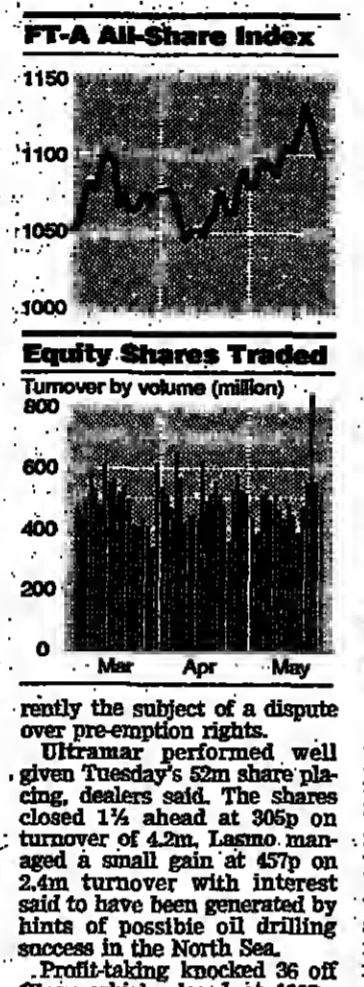
FINANCIAL TIMES STOCK INDICES table with columns for May 24, 25, 26, 27, 28, 29, 30, Year, High, Low, Since Completion, and Low.

S.E. ACTIVITY Indices table with columns for Indices, May 23, May 22, and values for various indices like EGM Edged Bargains, Equity Bargains, etc.

Market warms to RTZ

The £486m rights call from RTZ may have helped to upset the market yesterday, but it did not do significant harm to the shares of the mining and resources group.

sell off the Cosworth engineering unit. "It's making money hand over fist and the factory is booked up until 1992 - it's a fantastic brand name."



market trend, closing 4 higher at 350p after turnover of 8.8m - "much bigger than normal levels, according to one trader. Stories in the market suggested that one securities house had been carrying out a switch from NatWest into Midland while it was also mooted that developments in the Far East could well speed up closer ties between Midland and its 35 per cent shareholder, Hongkong & Shanghai Bank.

tial stimulus, and there is a growing feeling in the market that a bid for the group is imminent, possibly after the company reveals its final profits on June 1. Mr Asker Edelman, the US arbitrator, has nearly 8 per cent of Storehouse, and has been trying to put together a consortium bid for several months.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for Stock, Volume, Change, Day's Range, and Price.

Surprise bid: Cariton Communications, the fast-growing media and electronics group, stripped the market yesterday of £513m agreed bid for electronics and engineering group UEL.

Equity Shares Traded: Turnover by volume (million) showing a peak in April and a dip in May.

Equity Shares Traded: Turnover by volume (million) showing a peak in April and a dip in May.

Hotel stocks stood up well, with analysts predicting a good year for tourism as the weak pound attracts overseas visitors and encourages more British holidaymakers to spend their vacations in the UK.

Interest in environmental stocks continued to help TACE. It added 5 at 293p. Lucas Industries, recovered early falls after it announced its retail products division was in joint venture talks with a SAB of Sweden.

again," said a marketmaker, of the New Zealand entrepreneur's tactic of selling at the top end of a narrow trading range. Interest in environmental stocks continued to help TACE. It added 5 at 293p. Lucas Industries, recovered early falls after it announced its retail products division was in joint venture talks with a SAB of Sweden.

NEW HIGHS AND LOWS FOR 1989: NEW LOWS (122), BENTON & BOWLES (10) LOANS (10) POWERSON (10)...

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APPOINTMENTS

Linklaters finance director: Mr Brian Hunter as group managing director. He was sales director of Barker & Dobson.

Dalgety forms new baking group: DALGETY FOOD INGREDIENTS GROUP, part of Dalgety, has formed a baking ingredients group covering SPP, and the James Fleming Group which incorporates the recently acquired J.W. Dales of Hull.

Mr Malcolm Brown has been appointed chief executive of the new group. He was chief executive of Federal Bakeries, and will retain responsibility for Associated Family Bakers (Shropshire and Border Counties) which recently became a wholly-owned subsidiary.

Mr Keith Lawson has been appointed design director of BUSINESS DESIGN GROUP. He was with Building Design Partnership.

Mr Ian Stewart has been appointed chairman and managing director of RORER HEALTH CARE, Eastbourne. He was managing director of A.B. Robins.

Advertisement for GE Information Services featuring the headline 'Ihre Erfolgsformel für 1992 heißt „EDI“' and an illustration of a man in a suit holding a briefcase.

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts under the 'AUTHORISED UNIT TRUSTS' section, including names like Abbey Unit Trusts, Abstract Management Ltd, and others.

Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like CC Unit Trusts Ltd, CIBC Unit Trust Managers, and others.

Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like Eagle Star Unit Trusts, Equitable Unit Trusts, and others.

Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like Global Asset Management, Lazard Ltd, and others.

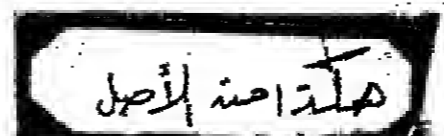
Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like Lazard Ltd, Midland Unit Trusts, and others.

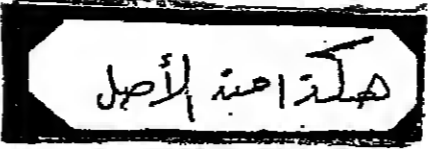
Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like Midland Unit Trusts, National Unit Trusts, and others.

Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like National Unit Trusts, Overseas Unit Trusts, and others.

Table listing various unit trusts under the 'UNIT TRUSTS' section, including names like Overseas Unit Trusts, Prudential Unit Trusts, and others.

GUIDE TO UNIT TRUST PRICING. A detailed section explaining the pricing of unit trusts, including retail charges, the calculation of unit prices, and forward pricing.





FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-625-2128

Main table containing FT Unit Trust Information Service data, organized by region: UK, Channel Islands, Jersey, Guernsey, Luxembourg, Switzerland, and Overseas. Each region lists various unit trusts with columns for Name, Price, and Yield.

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التمويل

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts, their performance, and details. Includes sections for British Funds, International Funds, and Offshore Insurance.

LONDON SHARE SERVICE

Table of London Share Service listing various share indices and funds, including British Funds, Commonwealth & African Loans, and Money Market Bank Accounts.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-625-2128

AMERICANS - Contd. Table listing various American companies such as Amstar, Amphenol, and Amtek with their share prices and market data.

CANADIANS. Table listing various Canadian companies such as Alcan, Alcan Aluminum, and Alcan Chemicals with their share prices and market data.

BANKS, HP & LEASING. Table listing various financial institutions and leasing companies such as Bank of Montreal, Bank of Toronto, and Bank of Nova Scotia.

BEERS, WINES & SPIRITS. Table listing various beverage companies such as Carlsberg, Heineken, and J. & J. White.

BUILDING, TIMBER, ROADS. Table listing various construction and infrastructure companies such as Bechtel, Bovis Lend Lease, and Bovis Lend Lease.

BUILDING, TIMBER, ROADS - Contd. Table continuing the list of construction and infrastructure companies.

DRAPERY AND STORES - Contd. Table continuing the list of retail and clothing companies.

ELECTRICALS. Table listing various electrical and electronics companies such as Philips, Philips Electronics, and Philips.

DRAPERY AND STORES. Table listing various retail and clothing companies such as Debenhams, Debenhams, and Debenhams.

BUILDING, TIMBER, ROADS. Table listing various construction and infrastructure companies.

DRAPERY AND STORES - Contd. Table continuing the list of retail and clothing companies.

ELECTRICALS. Table listing various electrical and electronics companies.

DRAPERY AND STORES. Table listing various retail and clothing companies.

BUILDING, TIMBER, ROADS. Table listing various construction and infrastructure companies.

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ENGINEERING. Table listing various engineering and technology companies such as BAE Systems, BAE Systems, and BAE Systems.

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INDUSTRIALS (Misc.) - Contd. Table continuing the list of industrial companies.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Pound ends off the top

TWO ROUNDS of intervention by the Bank of England and a one point rise in bank base rates to 14 per cent helped the pound recover from the day's lows in currency markets yesterday, although its exchange rate index still finished down from closing levels on Tuesday.

Sterling opened sharply weaker as investors continued to interpret comments made on Tuesday by Mrs Margaret Thatcher, the Prime Minister, as suggesting that UK rates were high enough to control inflation.

current account deficit of £1.65bn compared with a £1.2bn shortfall in March. Sterling closed at \$1.5685 from \$1.5675 and DM3.1650 from \$1.5675. It was also firmer against the yen at Y224.0 from Y222.50. Elsewhere, it finished at FF110.6925 from FF110.6500 and SF12.8025, unchanged from Tuesday.

The dollar recovered from a sluggish start punctuated by a bout of profit taking to finish near the day's highs and up from the close on Tuesday. Early attention focused on the pound, and traders adopted a more cautious stance on fears that rates in the UK, Japan and West Germany could all be increased to counter the dollar's recent strength. By mid-afternoon, overseas investors were beginning to re-emerge, and the dollar moved up to close at DM2.0125 from DM2.0085 and Y142.85 com-

pared with Y141.95. Elsewhere, it finished at SF11.7850 from SF11.7875 and FF6.6175 against FF6.8000. On Bank of England figures, the dollar's exchange rate index rose from 72.2 to 72.5.

There was no sign of intervention by the US Federal Reserve. While the dollar is likely to retain its firm undertone, some institutions may prefer to wait before opening fresh dollar positions for the release of US first quarter data on Gross National Product due today and the inflation guide provided by the implicit price deflator.

FINANCIAL FUTURES

Short sterling active but weak

TRADING VOLUME rose to record levels in Life trading yesterday with a total of 187,000 contracts changing hands. This surpassed the previous record of 180,212 set on October 20 1987.

The short sterling sector accounted for a lion's share of the volume. In the futures pit some 77,000 lots were traded, easily beating the previous record of 59,000 established on Monday.

Short-sterling prices were marked down sharply after the rise in cash rates, and the most actively traded September contract slumped to a low of 86.10 at one point before recovering to close at 86.39 compared with 86.73 on Tuesday. The closing price discounts a base rate of 13 1/2 per cent, indicating that

the market is showing confidence at the moment that rates will be easier by September. By contrast, long gilt futures ended the day showing a modest gain. Confirmation of the Government's intention to bear down on inflation and a surprise fall in April retail sales helped to push the June contract up to 94.11 from 94.06 at the start and 94.07 on Tuesday.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, and Rate. Includes Belgium, France, Germany, Italy, Netherlands, Spain, etc.

POUND SPOT - FORWARD AGAINST THE POUND

Table showing spot and forward rates for the pound against various currencies like US Dollar, Swiss Franc, etc.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table showing spot and forward rates for the dollar against various currencies like British Pound, Swiss Franc, etc.

EURO CURRENCY INTEREST RATES

Table showing interest rates for Euro currencies like Sterling, US Dollar, etc.

OTHER CURRENCIES

Table showing exchange rates for various other currencies like Australian Dollar, Canadian Dollar, etc.

FT LONDON INTERBANK FIXING

Table showing interbank fixing rates for 1 month, 3 months, 6 months, and 1 year US dollars.

MONEY RATES

Table showing money rates for New York, London, and other locations.

LONDON MONEY RATES

Table showing London money rates for various currencies and terms.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

€ IN NEW YORK

Table showing the Euro rate in New York for various currencies.

STERLING INDEX

Table showing the Sterling Index for various currencies.

CURRENCY RATES

Table showing current currency rates for various countries.

CURRENCY MOVEMENTS

Table showing movements in currency rates for various currencies.

MONEY MARKETS

Steady but nervous

The rise in UK base rates yesterday in 14 per cent came just in time to prevent a further slide in sterling's exchange rate, according to many market analysts in London. Before the Bank of England raised its discount house lending rate to 14 per cent, three-month interbank money was already discounting a half point rise to

The Bank forecast a shortage of around £800m. Factors affecting the market included bills maturing in official hands and a take up of Treasury bills draining £1.19m and Exchequer transactions accounting for a further £515m. There was also a rise in the note circulation of £180m. These were partly offset by banks' balances brought forward £30m above target. The Bank made no offer to buy bills either in the morning or afternoon. The shortage was taken out when the authorities lent £566m to the houses at 14 per cent.

In Frankfurt, the Bundesbank accepted bids at its latest sale and repurchase tender at rates varying from 6.50 per cent to 6.85 per cent. The minimum rate of 6.5 per cent - the same as the Lombard rate - was up quite sharply from the 6.35 per cent accepted at the previous tender. The firm tone reflected a rise in period rates which have all moved above 7 per cent on the weakness of the D-Mark against the dollar.

FT LONDON INTERBANK FIXING

Table showing interbank fixing rates for 1 month, 3 months, 6 months, and 1 year US dollars.

MONEY RATES

Table showing money rates for New York, London, and other locations.

LONDON MONEY RATES

Table showing London money rates for various currencies and terms.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

CHICAGO

Table showing market data for Chicago.

JAPANESE YEN (DM)

Table showing Japanese Yen rates against the DM.

WESTERN BANK (DM)

Table showing Western Bank rates against the DM.

THREE-MONTH EURO-DOLLAR (DM)

Table showing three-month Euro-dollar rates against the DM.

EUROPEAN OPTIONS EXCHANGE

Table showing European options exchange data.

FT LONDON INTERBANK FIXING

Table showing interbank fixing rates for 1 month, 3 months, 6 months, and 1 year US dollars.

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Table showing money rates for New York, London, and other locations.

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CROSSWORD No. 6,943 Set by VIXEN. 1 Chief immersed in water to make a croak (9). 2 Plans for the cleaner? (8). 3 Representations? (5). 4 Deal with food in the abstract (8). 5 Many a song is written for a girl (5). 6 Disturbances in the ranks (4). 7 The good earth - where people enjoy good times (10). 8 Rogues car-men, it's become plain (9). 9 The leftist holding a contract to produce 26 across (8). 10 A judge of French alcoholic liquor (7). 11 Pop back and call up the beastly fellow (3). 12 Realizes a large number remains (8). 13 A laxative taken within reason can lessen nagging pain (6). 14 Figure it's about one (4). 15 Solution to Puzzle No. 6,942.

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2pm prices May 24

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'Stock', 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. It lists numerous individual stocks and their corresponding market data.

Rothmans The Original King Size advertisement featuring an image of a hand holding a cigarette and the brand name 'Rothmans KING SIZE'.

Handwritten text at the top center of the page.

NYSE COMPOSITE PRICES

OVER-THE-COUNTER

Nasdaq national market, 2pm prices May 24

Main table of NYSE Composite Prices, listing various stocks with columns for stock name, price, and change.

Main table of Over-the-Counter prices, listing various stocks with columns for stock name, price, and change.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices, listing various stocks with columns for stock name, price, and change.

Travelling by air on business with Iberia? Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from ... Madrid and Barcelona.

Travelling by air on business?

Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from ...

- List of airlines and services: GENEVA with Air Canada, American Airlines, Crossair, British Airways, Finnair, Lufthansa, El Al, Swissair, TWA; ZURICH with Aerolineas Argentinas, British Airways, Finnair, Crossair, El Al, Pan Am, SAA, Swissair, TAP Air Portugal, Thai Airways, TWA, Varig, Delta; BASEL with Crossair, Swissair; BERN-LUGANO with Crossair.

FINANCIAL TIMES

AMERICA

Dow dips in active trade as investors take profits

Wall Street

AN ACTIVE morning on Wall Street saw stocks trading narrowly lower as traders continued to take profits...

durability of the dollar's strength. Trading was described as choppy. The release of the first revision of first quarter GNP growth rate today is not expected to move the market...

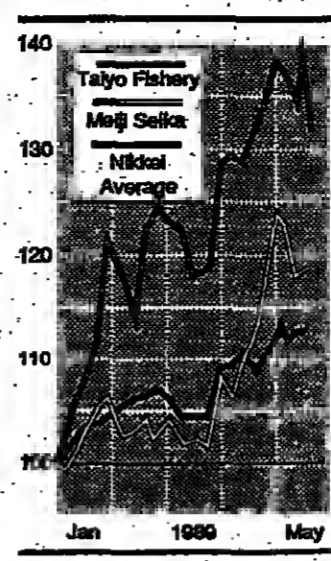
final decision on a buyer for the Eastern Shuttle. Wall Street evidently was impressed by significantly higher earnings from US Shoe...

Japan acquires a taste for functional food

Jacqueline Moore discovers a developing sector expected to produce healthy returns

PHILLS and potions may soon be unused in medicine cabinets, if functional food becomes as successful as analysts predict...

cially this year and has prepared a definition. Functional food, it says, must be absorbed in the same way as normal food...



Jan 1988 May 1988. Taiyo Fishery, Meiji Seika, Nikkei Average.

- compared with an 11 per cent rise on the Nikkei average - to ¥1,130 yesterday. Taiyo Fishery, a trading house and food processing concern...

Y1 trillion (million million) and predicts that it will be a long-running market theme. The functional food market will evolve over a period of time...

ASIA PACIFIC

Volume shrinks as yen continues its decline

Tokyo

ANOTHER rough day for the yen kept activity dimly low in Tokyo yesterday, but a resurgence of interest in specific issues gave share prices a lift...

steel products. It was also popular on expectations that it would post record recurring profits for last year and on rumours that it would allot gratis shares to shareholders...

issues were selected in Osaka where the OSE average added 62.29 to 32,778.87. Turnover fell to 61,978 shares against 62,808m traded on Tuesday.

on Li Peng stepping down as Chinese Prime Minister, but the picture had been clouded yesterday with new reports of military support for Li Peng...

AUSTRALIA succumbed to profit-taking after recent blue chip gains, as the overnight fall on Wall Street spurred overseas selling. The All Ordinaries index lost 12.5 to 1,571.2 in turnover of 110.7m shares...

EUROPE

Frankfurt and Paris enjoy a busy, optimistic session

LEADING European houses seemed to shrug off recent news, ending higher in active trading. Their smaller counterparts fell prey to profit-taking, writes our Markets Staff.

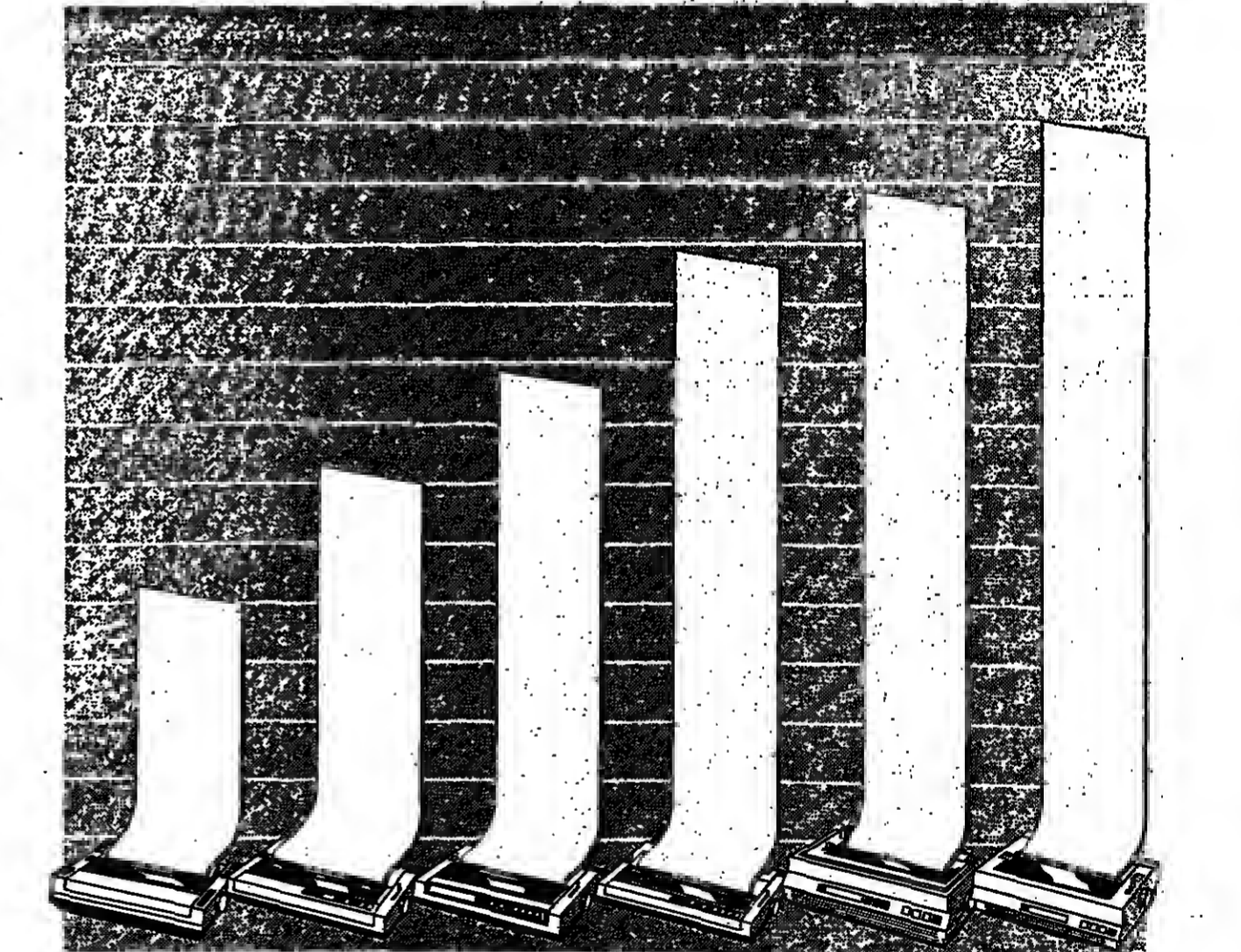
where interest rates are going, they're saying let's hunt for some good stocks. The DAX index finished at its high for the day, up 12.41 at 1,689.90. The OMF 50 index jumped 4.41 to 484.59. Volumes were said to be active after Tuesday's FFR2.2bn.

Banesto group may just prove to be that poison pill. AMSTERDAM remained steady and quiet, with interest centring on Philips, which gained 90 cents to Ft 138.30 on US demand.

South Africa

A SHARPLY weaker financial rand provided a boost for prices with Johannesburg shares ending mostly firmer after Tuesday's strong rally. Gold shares were steady to slightly firmer.

Table with columns: NATIONAL AND REGIONAL MARKETS, DOLLAR INDEX, and various stock indices for countries like Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Pacific Basin, Europe Ex. UK, World Ex. US, World Ex. UK, World Ex. So. At., World Ex. Japan, The World Index.



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ACCOUNTANCY COLUMN

Ernst & Young to be near top of the league

By Richard Waters

THE CHAIRMAN of at least one other Big Eight accountancy firm claimed to be "underwhelmed" by news of the planned merger of Ernst & Whinney and Arthur Young last week. But it might still trigger the sort of consolidation for which the accountancy industry has been looking for several years.

After much number-crunching, the full implications of the merger are now becoming clear. The new firm, Ernst & Young, will be among the leaders, but will not oust the existing firms in quite the way that some other combinations of the eight might have done.

Three conclusions emerge. First, in size terms, E&Y will be in the top three in many of the places that count. It is unlikely to emerge from the amalgamation as the world's number one. The fit is not as good as that of KMG and Peat Marwick, a merger it echoes faintly. That suggests that more than the 10 per cent of turnover lost in the KPMG deal will fall by the wayside.

The loss of one of the two firms' Canadian arms seems likely. Latest figures from the International Accounting Bulletin show that the two combined would be more than two and a half times as big as the nearest competitor in the country, almost certainly prompting government concern - even if the very different cul-

tures of Clarkson Gordon (AY) and Thomas Ernst & Whinney could be combined. The loss of one of those firms alone would almost eliminate the gap between KPMG and a merged E&Y.

However, E&Y will be towards the top of the league both internationally and in many countries. In continental Europe the deal will help E&Y to recover from the fragmentation of its own European firm four years ago. In the UK it seems that E&Y will be eaten up by E&W in much the same way

that Peat Marwick digested Thomson McLintock (E&W has the profits and the client base to put it firmly in the driving seat).

These moves will not lead to the creation of a "mega-firm" to oust all others. But it will push other firms further down the rankings, and so must have an effect on their market position.

The second consideration concerns clients. Perhaps more important than relative fee income is audit market share among international corpora-

tions, which form the core of the client lists of the top firms. An analysis of auditors of the US and European top 500, and the UK top 1,000, shows that the new firm will lead in the US, but will still trail the likes of KPMG and Coopers in Europe. In the UK, the E&W client base (particularly in the top 100) gives the firm a strong position, but not a dominant one.

This analysis, like the size one, is inconclusive. The balance of power will shift, but not enough to prompt immedi-

ate reaction from competitors. The third concern is image. After the merger, the accountancy business will be led by two firms with invisible international names: KPMG (still confusingly bearing the Peat Marwick name in most Anglo-Saxon countries) and E&Y. It will take considerable investment to promote those two if they are to displace the two strongest brand names in the business - Arthur Andersen and Price Waterhouse.

What of the others, which have neither size nor name to put them on top? Coopers has a strong continental European presence and has got used to being among the leaders in the 80s. Deloitte is following in its tracks, but still has some way to go, while Touche emerges as the weak member of the eight (a position it will feel all the more acutely with the disappearance of AY).

It is here that the pressure for merger is likely to arise. However, nobody is placing any bets on the next combination - at least, not this week.

Partners in the US may find themselves without jobs

PROSPECTIVE Ernst & Young partners in the US may soon discover themselves redundant, if the experiences of partners in Main Hurdman are anything to go by, writes Prasad Chatterjee in New York.

When KMG (the international association of which Main was a member) merged with Peat Marwick two years ago, more than 500 Main partners opted to stay with the new firm. Today just 170 (less than half that number) remain.

Many speculate that if the proposed merger between Arthur Young and Ernst & Whinney goes ahead in the US, something similar will happen. More than 100 former Main

partners left Peat Marwick Main (the name of the new US firm) earlier this year when they were offered up to a year's remuneration as compensation and a waiver of the normal non-compete clause to leave the firm.

Mr Michael Rubin, a former Main partner who has taken \$70,000 (£45,000) in business from Peat to a local Atlanta firm, Gifford, Hillegass & Ingwersen, said: "I felt under-employed as there wasn't enough work to go around. Mr Rubin has no special expertise. But his colleagues with specialist skills were given more work, he says.

The chairman of E&W and AY will be preoccupied over the coming weeks with the task of reshuffling their existing partners into eight new industry practices and dividing these between their existing office space.

Mr William Gladstone, chairman of Arthur Young, said: "We have no intention of a rationalisation that would hurt a lot of people." But both chairmen admit that there would be duplication and that some people would have to go.

Research and training will probably be the first to be scaled down, followed by staff from less specialised areas. In the US, the Big Eight are facing stagnating growth, hav-

ing already snapped up virtually every one of the top Fortune 500 companies between them. They averaged a 10 per cent growth in the US last year, less than second-tier firms and almost half the growth of their UK practices. Now they are under pressure from clients to cut costs.

The big US firms also realise that the main prospects for expansion lie outside their home base and the proposed merger is merely an indication of the firm's needs to consolidate in order to become more internationally driven.

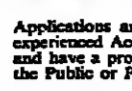
Mr Russell Palmer, former chairman of Touche Ross International, now heading the

Wharton Business school, predicts that there will be only five big accountancy firms left by the time the consolidations and merger mania ends.

E&W and AY first discussed merging in 1984 when Price Waterhouse and Deloitte Haskins and Sells almost tied the knot, but when that deal fell apart Ernst & Young was put on a back burner.

The latest plan was devised when Mr Gladstone met Mr Eay Groves, chairman of Ernst & Whinney in the US, for a routine meeting in New York on April 1. Their international partners were called together to agree the arrangement some six weeks later.

CLEVELAND CONSTABULARY
ADMINISTRATIVE OFFICER
- FINANCE



SALARY CIRCA £19,750

Applications are invited for the above key post from suitable qualified and experienced Accountants. Applicants must be C.I.P.F.A. or similarly qualified and have a proven record of successful management at a senior level in either the Public or Private Sector.

The successful candidate will be based at Force Headquarters and manage an annual Revenue Budget in excess of £40 million. You will be responsible for the day to day management of the financial affairs. You will also be involved in the provision of advice on financial matters to Senior Officers. Additionally you will be responsible for the direct supervision of key sections dealing with Pay and Accounts, as well as Financial Management Training throughout the Force.

An excellent Conditions of Service package is offered including a relocation allowance. For an informal discussion please contact Mr. G.B. Gardner on 0642 32325 extension 1251. Full removal expenses, Estate Agents/legal fees will be paid in approved cases. In addition, a payment for disturbance/setting-in costs and lodging allowance will be made where appropriate. Temporary housing accommodation may also be available within the County area. A car leasing package is available to all authorized car users.

Applications forms and further details are available from Police Headquarters (Tel. 0642 300057) and should be returned no later than 8th June 1989. We are an equal opportunities employer. All applicants who have the support of the Displacement Resettlement Officer will be granted an interview.

Cleveland County Council

COMPANY SECRETARY (PLC)
Experienced and appropriately qualified Company Secretary required, probably on a part-time basis, for a small, rapidly developing, London based, USM listed plc. Responsibilities will also include routine accounting for the parent and two small property investment/dealing companies. Could suit active individuals seeking partial early retirement but will consider all applicants. Salary negotiable. Replies with CV and qualifications to Box A1243, Financial Times, One Southwark Bridge, London SE1 9HL

ACCOUNTANCY APPOINTMENTS

Third Wave Systems
FINANCIAL CONTROLLER
IT Consultancy • Software
M4/M25 £30,000+ Options + Car

Third Wave Systems is a young consultancy, software products and project services group, backed by a leading merchant bank with a growth rate of three times per annum since inception in 1984. Blue chip clients extend to the UK, Europe and the USA.

Turnover and staff numbers are budgeted to reach £8m and 150 respectively by 1991 year end. The management of this growth facilitates the recruitment of a qualified accountant who will be responsible on a group basis for financial and management accounts, planning and profitability analysis, assisting in business development, cash management, tax planning and foreign exchange management.

Ideally the candidate will have prior experience of a service environment and will be both profit oriented and well able to maintain and develop important third party relationships. Candidates are not expected to be shy or retiring and should have high energy levels. There is every opportunity for the role to grow substantially as the business expands. The ability to work to deadlines and liaise effectively within a team environment is crucial.

Please write in confidence enclosing full career details, remuneration, day and home telephone numbers, to James Forie quoting reference T4839.

KPMG Peat Marwick McLintock
Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

ALPS ACCOUNTANCY AND LEGAL PROFESSIONS SELECTION LIMITED
3 London Wall Buildings, London Wall, London EC2M 5PU
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374 Fax No. 01-256 8501

ALPS FINANCIAL DIRECTOR
N.W. ENGLAND £25,000-£30,000 + CAR

EXPANDING DISTRIBUTION SERVICES DIVISION OF FAST DEVELOPING, DIVERSE BRITISH GROUP

For this new appointment, to satisfy the needs of an ambitious corporate plan, we seek Chartered Accountants, aged 28-35, with a strong professional background. Post-qualification experience will include at least 5 years in wide ranging financial management with substantial and progressive industrial/commercial organisations noted for their record and achievements. Reporting to the Divisional Chief Executive and working closely with the Group Financial Director, the successful candidate, with a small team, will be responsible for all aspects of the effective financial and commercial control of a growing number of subsidiaries. Key to this appointment is the ability to make a full contribution to future strategy and direction in the UK and elsewhere, plus the capacity and will to attain objectives within an agreed policy and given the necessary autonomy. Computer literacy is essential as are a talent for problem solving, commercial acumen, presence and communication skills. Some travel is involved. Initial salary negotiable £25,000-£30,000, car, contributory pension, life assurance, free family BUPA, permanent disability insurance and assistance with relocation expenses. Applications in strict confidence under reference FD185/FT to the Managing Director: ALPS.

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PU. TELEPHONE 01-588 3588 or 01-588 3576. TELEX: 887374. FAX: 01-256 8501.

VENTURE CAPITAL
Leading Merchant Bank
Young Accountant
City £24,000 - £28,000 + Mortgage

This internationally respected U.K. investment bank has offices in Europe, USA, Australia and the Far East. They now seek a young qualified accountant to join their expanding venture capital department whose clients include major blue-chip organisations, as well as smaller companies experiencing rapid growth.

Reporting to an Executive Director, you will be joining a well-established Venture capital team made up of experienced and supportive young professionals. From the outset, you will gain extensive experience, combining variety and genuine challenge in areas as diverse as:

- ▲ Investment Analysis
- ▲ Management Buy-outs
- ▲ Development Capital
- ▲ Post-investment Appraisals

A wide range of career options, including the opportunity to head up your own team, will be available with the Medium term. Young ACA's (or ACMA's/ACCA's with some previous financial services experience), seeking a move into the City should contact ANDREW LIVESEY for further information on 01-404 3155, or write to him at:

ALDERWICK PEACHELL & PARTNERS LTD, Accountancy and Financial Recruitment,
125 High Holborn, London WC1V 6QA.

Managing Director UK

Kooijman UK Ltd., the British subsidiary of Kooijman Effectenkantoor N.V. of Amsterdam, is a stockbroking firm dedicated chiefly to satisfying the requirements of institutional investors in the United Kingdom. As we are extending our operations, we are seeking an active managing director with ample experience of the Dutch equity- and bondmarket.

Although close cooperation is maintained with our offices in Amsterdam, the position provides ample scope for independent work, particularly when it comes to approaching new business contacts.

In the conduct of commercial activities, the managing director will benefit from the extensive research performed by our head office in Amsterdam.

The successful candidate is expected to possess the ability to provide leadership and inspiration to a small team of colleagues.

This important position will be remunerated accordingly.

Please address your application to the managerial board of Kooijman Effectenkantoor N.V., Keizersgracht 316, 1016 EZ Amsterdam.

For additional information please call Mr J. Gerrits or Mr R. Broeder. Tel.: (31.20) - 260041.

KOOIJMAN U.K. LIMITED

FINANCIAL CONTROLLER
Competitive negotiable salary with car and benefits.

Rockall Data Services Limited an international leader in information management seeks applications for the position of Financial Controller.

Based at the company's Kent centre the successful candidate will assume full responsibility for all aspects of accounting, financial planning and analysis, credit control, costing and the management of the group accounts function.

Reporting directly to the Managing Director, as an integral part of his Group Management team; the Financial Controller will be expected to contribute strongly to the continued growth of the Rockall Group in Europe and the United States. Applicant should be a qualified accountant probably in the age group 28-35 with a proven track record in financial management, dynamic, self motivated and innovative.

Please apply in confidence to:

Mr T J E Lecompte
Group Managing Director
Rockall Data Services Limited
The Rockall Centre
Mill Way
Sittingbourne
Kent ME10 2PT

FINANCIAL CONTROLLER

Bristol

to £28,000 + Car

Investment Management is the core business of this wholly owned subsidiary. The Company's continued expansion has created an excellent opportunity for a qualified accountant to take a first position as Financial Controller.

This varied and demanding role carries responsibility for the production of management accounts, budgets and forecasts to support the Board of Directors. In addition this evolving role will encompass the development and supervision of the client account function. This is a role which is aimed at the high flier.

To be considered for this exciting position you will ideally be aged between 28 and 35, possibly with a financial services background, and seeking the opportunity to take the business through its next phase of expansion.

If you are interested in the above opportunity please phone 0272 221080 quoting reference number 123754/sxm or write enclosing your CV to

MANAGEMENT PERSONNEL
37-39 Corn Street, Bristol
Avon BS1 1HT



FINANCE DIRECTOR (Designate)

Gloucestershire

Circa £25,000 + car + bonus, executive pension scheme, BUPA etc.

Our client is a successful and highly acquisitive Group with UK sites based in the Midlands area. They are a leading brand name manufacturer in FMCG, and have substantial overseas operations. Turnover is approaching £30m.

The Group wishes to appoint a Finance Director (Designate) for an £8m turnover subsidiary company based in a beautiful area of Gloucestershire. The successful applicant will form part of the site senior management team, reporting to the Managing Director. Formal appointment to the status of Director will follow a settling-in period. He/she will be of graduate calibre and ACA with in-depth experience of computerised financial accounts and management controls within a manufacturing environment. A high level of commercial awareness is essential as

is the ability and enthusiasm to get to grips with the day-to-day operation, often at grass-roots level. Some acquisitions knowledge would be advantageous. The job holder will have frequent involvement with the Group Finance Director. There is a high probability of some overseas travel to Group companies in the future.

The position carries substantial opportunity for advancement, with excellent promotional prospects within the Group. The very attractive package will also include generous relocation assistance.

Full CV including current salary, marked confidential and quoting reference 1202 in the first instance to: L J Bradshaw Appointments Ltd., 36/38 Red Lion Street, Alvechurch, Nr Birmingham. B48 7LE.

DIVISIONAL FINANCE DIRECTOR

Northants

£30,000
+ Quality Car
+ Substantial Bonus

This newly created Division of five subsidiary companies is part of a major PLC Group involved in the manufacture and supply of building and construction products. The Division is currently turning over approximately £25m, a figure which is expected to double within the next three years.

The recently appointed Managing Director is seeking a Divisional Finance Director to act as his right hand. The candidate will have a wide ranging brief and together with the normal responsibilities in Financial Control and Administration, will be responsible for coordinating the accounting activities of the five companies within the Division. Candidates would also have sufficient business acumen to become thoroughly involved in the Division's planning specifically in such areas as acquisition and strategic development.

Candidates are likely to be aged between 30 and 40, be formally qualified and have an established academic background. Experience will have been gained from a broad base of activities and should have included exposure to the manufacturing sector and the tight requirements necessitated by PLC reporting.

This position offers considerable job interest and autonomy within a rapidly growing Group.

In the first instance contact our retained advisors



Fitz-Eylwin House, 25 Holborn Viaduct,
London EC1A 2BP
Telephone: 01-936-3311. Fax: 01-936 2122

Financial Controller

WEST LONDON

c.£30,000 + CAR AND PARTICIPATION

For a small but active technical services company which has recently been acquired by an expansion minded American corporation. Marketing to European countries from a UK base and the addition of new services could produce a rapid growth in sales and profits.

Responsibility is for all aspects of the company's accounting and financial management. Reporting will be to the UK General Manager and to the Chief

Financial Officer in the USA, and there will be a local opportunity to assist in planning the company's expansion.

We would like to meet qualified accountants aged around 30 whose industrial experience has been gained with a forward looking organisation. Alternatively you could be seeking a move out of a top flight professional firm.

Resumes with a daytime telephone

number to Edward Simon Ref: 565,
Coopers & Lybrand Executive
Resourcing Limited, Shelley House,
3 Noble Street, London EC2V 7DQ.

Executive Resourcing **Coopers & Lybrand**



GROUP FINANCE DIRECTOR (designate)

Ferndown, Dorset

£35,000 + car

The group, privately owned, is a long established builders merchants and timber importer with five large depots covering the central Southern Counties. Turnover is currently around £30m. Profitability is good, and the family directors are ambitious for further growth.

They are seeking an experienced, well rounded accountant to help them run and develop the group and take full personal responsibility for financial management, secretarial matters and computing, with the support of a well established team of staff.

New Data General hardware, supporting up to date integrated commercial systems, was installed last year.

The role involves close liaison with the management group, particularly in budgeting and the monthly monitoring of

performance at both location and subsidiary company levels.

Candidates must be qualified with management experience. Good commercial skills and business acumen will be valued as highly as technical ability. A good grasp of and affinity with commercial IT is essential.

Empathy with the special characteristics of a family run, private business and a sense of humour will be valued attributes.

An attractive salary, possibly higher than the above indicator, will be supported with profit share and other executive benefits. An appointment to the Board should follow within two years.

To apply, please send full career details to Mike Smith, quoting ref. S/ACM.



Executive Selection and Search

Abbots House, Abbey Street, Reading, Berkshire RG1 3BD

Group Finance Director

West Yorkshire

£60 - £70k + car + bonus + benefits

If this sounds like you ...

- Graduate Chartered Accountant;
- currently F.D. in a £60m+ organisation (or "No.2" to the F.D. in a bigger Group);
- PLC experience, preferably gained in manufacturing;
- significant involvement in acquisition/merger negotiations and liaising with Merchant Bankers, Stockbrokers and Lawyers;
- ability to develop into a general management or commercial role;

Our client is a prestigious engineering PLC with turnover in excess of £100m p.a. Profitability is excellent, and the Group has ambitious plans for the future which will be achieved both through organic growth and acquisitions.

Candidates should fully match the demanding specification set out opposite, and be happy to relocate to Yorkshire (if necessary). In addition to a generous package, full relocation expenses are available.

To apply write to Elaine Draper with a brief career history, including details of current earnings, quoting reference 37/160. Please state names of any companies to whom your application should not be forwarded.



Management Consultancy Division
Cloth Hall Court, Infirmary Street, Leeds, West Yorkshire LS1 2HE

CJA

RECRUITMENT CONSULTANTS GROUP

3 London Wall Buildings, London Wall, London EC2M 5PU
Tel: 01-588 3538 or 01-588 3578
Telex No. 867374 Fax No. 01-256 8501

Opportunity to head up accounting activities for a specific range of financial investments within 1-2 years.



FINANCIAL ACCOUNTANT CAPITAL MARKETS

CITY

£22,000-£28,000 + BANK BENEFITS

FAST GROWING AND WELL ESTABLISHED SECURITIES ARM OF MAJOR INTERNATIONAL BANK

Further expansion in the bank and in the Accounting and Control Division means that we now invite applications from Chartered Accountants aged 25+, who must have had 1-2 years post qualification experience ideally in the financial sector or in the relevant audit field. You will report to and support the Financial Controller and be responsible for supervising the preparation of reports to meet internal and regulatory requirements, and assist in the systems development on a broad range of existing financial products and new instruments in the Eurobond primary and secondary markets. To work in this fast moving and constantly developing environment within a bank which is at the forefront in its field, you will need to be forward looking, have innovative ideas and be highly flexible to changing priorities. Ref: FA22369/FT.



MANAGEMENT ACCOUNTANT PREFERABLY PART-QUALIFIED

CITY

HIGHLY NEGOTIABLE SALARY + BANK BENEFITS

This same client also seeks applications from accountants who have preferably completed studies to at least level one/PE1 although experience is more important than formal qualifications. Your role will be to prepare and comment on the monthly financial packages, budget production and participation in the development of the financial management systems. Ref: MA22370/FT.

For both these appointments numeracy, whole-hearted dedication and the ability to work as part of a team are essential.

For this appointment we are particularly keen to hear from candidates in strict confidence by telephone on 01-628 0969 or alternatively in writing, quoting the appropriate reference number, when your reply will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager: CJRA.

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PU. TELEPHONE: 01-588 3538 or 01-588 3578. TELEEX: 867374. FAX: 01-256 8501.

Finance Director

N. London c.£45,000 + Bonus + Share Options

To join a new management team responsible for a £150m trading Division of an aggressive and fast expanding plc. This Division with over 100 outlets throughout the U.K. is currently undergoing a programme of restructuring and re-alignment which will result in significant growth over the years ahead.

The Finance Director will work closely with the Chief Executive as a member of a small Divisional Board. The emphasis of the role is very much towards strong financial control, ensuring that new systems are developed to exercise that control, improve efficiency and optimise use of resources. This is a development role requiring energy and commitment. Applicants should be qualified accountants aged 30-40 with significant experience of financial control in a multi-locational retail environment; previous

experience of developing financial and management information systems is also important. Excellent communication skills together with a strong character and the ability to quickly gain the respect of colleagues and subordinates are among the personal attributes sought.

Interested applicants should write enclosing a comprehensive Curriculum Vitae and daytime telephone number, quoting Ref: 329 to Barry Oller, BA, ACA, Whitehead Rice, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.



MANAGEMENT SELECTION

Finance Manager

City
£30,000 + Car

Our client is an actively managed holding Group with a broad range of interests that cover property, industry, portfolio investments and banking.

With a capitalisation that now approaches £400m the Group is entering an exciting period of change and is pursuing an aggressive policy of growth.

As a direct consequence of this activity the Group now seeks to make this new appointment of a Finance Manager who will report direct to the Director of Finance and work closely with him. This is an ideal opportunity for a recently qualified, chartered accountant wishing to move into a blue chip organisation. The role will cover direct hands-on responsibility for financial and management reporting, the upgrade of systems and computerisation, liaison with operating companies and other corporate projects.

This is a high profile role involving exposure to senior executives including

main board directors and as a consequence candidates, age indicator late 20's, must have sound technical ability, a strong will to make a positive contribution to the business coupled with an ability to get things done. Enthusiasm is vital and career prospects are excellent.

Please telephone or write enclosing full curriculum vitae quoting ref. 326 to:
Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 01-839 4572

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

If you're thinking about your future,

THINK BIG

The Municipal Insurance Group is the prime mover in public sector insurance, commanding 90% of the market and expanding our influence in other areas with our specialist companies - Municipal Mutual, Municipal General and Municipal Life Assurance among them. Our assets are enormous, our resources unparalleled, and our development plans set to take us still further. So if you're looking to build your career with a company that sets the standard others can only aspire to, read on.

ASSISTANT INVESTMENT ACCOUNTANT
£27,000 London

Though previous investment experience is not necessary, you will need initiative and intuition backed by excellent organisational skills and an eye for detail - to assist the management of the Municipal Insurance Group's funds, which are in excess of £1.25 billion. Your duties will be varied, and in conjunction with the Investment Accountant you will produce reports for management, the board of managing trustees, and accounting information covering worldwide investment transactions. In addition you will have a key involvement in the recruitment, training and supervision of administrative staff. Whether you are recently qualified or expecting to qualify this summer, you are familiar with standard accounting procedures such as cash transfers, settlement systems, and exchange administration - familiarity with computer systems would be advantageous. You will be part of a small friendly department with an informal atmosphere, so we are looking for someone with a flexible outlook.

ASSISTANT ACCOUNTANT
£25,000 + car Farnborough

Working as part of the Municipal Insurance Group's Information Services Division, you are a recently qualified ACA/ACMA or ACCA accountant probably working within the computer services industry. Specifically your background has equipped you with a thorough knowledge of the application of computer systems to financial and management accounting techniques, including Invoicing in Lots 1-2-3. You will provide a complete accounting function to one of our subsidiaries, controlling and monitoring its assets and liabilities, and preparing its accounts. You will maintain a variety of ledgers, from sales to fixed assets, and produce returns and reports including VAT, cash, and capital expenditure. Apart from your professional skills you will need to be an excellent communicator, liaising with people at all levels both internally and externally, whilst the ability to manage staff is also desirable.

For both these appointments the opportunity of further career development within the group will depend on your performance. In return we offer a first class remuneration package including non-contributory pension scheme, free life assurance, free medical insurance, mortgage and relocation assistance where appropriate.

To apply, write to Gary Bothe, Municipal Insurance Group, Aldrin Place, Southwood, Farnborough GU14 0NX, enclosing full CV. Telephone (0252) 522000 extension 2312.



Financial Director

Entrepreneurial right hand to Chief Executive

W1 **c. £32,000 + Bonus**
+ Share Options + Executive Car

Our client, the Owner and Chief Executive of a group of companies in the retailing and property markets, is looking to recruit an exceptional, qualified accountant to the position of Financial Director.

Reporting to an entrepreneurial Chief Executive, who is himself instrumental in the growth and diversification of the companies' activities, the position will provide a total support function in respect of forward planning, financial control, the provision of up to the minute management information, the progressing of contractual matters and, where appropriate, the management of operational issues.

The position is a demanding one and applicants should be qualified accountants, aged 27-40, who are able to demonstrate a high degree of personal commitment, drive and enthusiasm. They must be practical, straightforward, present a streetwise pro-active approach and be commercially sensitive to bottom line profitability.

An extremely attractive remuneration package comprises a negotiable starting salary around the level indicated together with a bonus scheme and profit sharing based upon results, a prospective share option scheme, an executive level car and private pension arrangements.

Interested applicants should send a detailed curriculum vitae, with salary details and quoting reference 60530 to:-

Peter Childs, Director
Pannell Kerr Forster Associates
New Garden House
75 Hatton Garden
London EC1N 8JA

Pannell Kerr Forster Associates
MANAGEMENT CONSULTANTS

Ambitious young graduate accountant: Are you our next potential top international manager?

From £33,000

Rapid progression

Finance at Pedigree Petfoods has long been a proving ground for top managerial talent within the International Mars Group: there's hardly a Group company worldwide without a senior manager who started with us. Recent promotion and development moves have created a further opportunity to accelerate your career progress via our finance function. *If you have ambitions to make a rapid gain in management responsibilities and rewards, shouldn't you be talking to us?*

We develop, manufacture and market a range of prepared petfoods that includes some of the biggest-selling grocery brands in Europe. *Your broadly-based role will involve contributing significantly to the finely-tuned financial management of our growing, £500 million business.* The expertise that goes into every aspect of our highly interactive operations is vast - which means, as a young accountant actively seeking to "add value" in every area of the business, you'll need a lot more than just excellent technical skills.

You'll possess the ability to influence others and *make things happen.* Your record since qualifying 2-5 years ago will point up the quality of your personal contribution to business achievement. We only appoint people who have the drive and potential to move ahead fast.

If you are looking for a rigidly-defined specialist accountancy role, this opportunity is not for you. If, on the other hand, you are looking for a satisfying career challenge offering the prospect of substantial management progression in a sophisticated and fast-moving business environment, it could well be.

Starting salary is backed by a comprehensive package of non-contributory benefits including private health-care, life assurance and pension schemes. Full relocation assistance will also be available for a move to the attractive rural East Midlands, an area offering many lifestyle advantages as well as excellent links with London and points north.

For further information and an application form, please ring 0476 64253, ext 121, between 8am and 6pm, Monday to Friday. Completed forms must reach us by Monday 12th June. We welcome applications equally from women and men.

Pedigree Petfoods
Excellence in the making



Chief Accountant

a wide ranging role for a recently qualified

£23,000 + Fully Expensed Car

West Midlands

Birmingham Midshires Property Services is the Estate Agency subsidiary of Birmingham Midshires Building Society. We are in the process of rapid expansion, creating a nationwide Estate Agency chain.

We require a Chief Accountant to take responsibility for the financial control of the Midlands Region, a new post which will be demanding, challenging, and will provide a stepping stone to rapid advancement within the Group.

Based in Wolverhampton at the Birmingham Midshires Property Services Headquarters, your responsibilities will include the implementation of new computer systems, the introduction and monitoring of internal controls, and the organisation of a busy Accounting Department. There will also be a

Group role assisting the Group Financial Director and involvement in the financial appraisal of potential acquisitions.

Probably an A.C.A. with up to 2 years P.Q.E., pragmatic, practical, commercially aware and preferably computer literate, you will be rewarded by an attractive salary and a full range of benefits which includes Private Health Insurance and contributory Pension Scheme.

If you are looking for a wide ranging role offering challenge and responsibility send full career details to:
Peter Beddows, Group Financial Director,
Birmingham Midshires Property Services,
4 Waterloo Road, Wolverhampton.



A Key Role at the Heart of a Multi-Disciplined Team

GROUP CHIEF ACCOUNTANT

C. London

up to £40,000 + Car

Our client, a major quoted British plc is recognised as being market leader in a number of diverse and competitive retail markets. It is also involved in financial services and broad based property development.

The strategic direction and evaluation of the company's activities is provided by a high profile commercially orientated finance team which is responsible for the ongoing monitoring and analysis of the performance of the Group's businesses.

An integral part of this structure is the appointment of a Group Chief Accountant who will be involved in maintaining close links with senior operating managers as well as taking responsibility for the management of a small, highly professional team.

Overseeing group financial reporting, you will provide a broad financial and commercial overview group wide. You will also be involved in issues as diverse as:

- Property Investment
- Financial Operations
- Systems Development
- Mergers/Acquisitions

A qualified accountant, preferably aged 30-35, you must be able to combine a high level of technical competence allied to considerable professional credibility.

This highly visible role represents an excellent entry point into senior management and will provide opportunities for career advancement throughout the Group.

Interested applicants should contact: Charles Austin, quoting A297, at Mervyn Hughes International Limited, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Telephone: 01-488 4114



MERVYN HUGHES

FINANCE DIRECTOR

Home Counties

Mid 30's

c£70,000 + Excellent Benefits Package

This dynamic transport services group, a fully quoted international organisation, has displayed an impressive growth record, both organically and through acquisition.

With a firm commitment to pursuing investment opportunities throughout Europe, there is an immediate requirement for a key individual to join the senior management team.

Responsibilities will comprise all aspects of financial and management reporting, systems development, taxation, treasury and the formulation of financial strategy, including acquisition analysis and investment appraisal.

The ideal candidate will display an outstanding record of achievement to date and have the confidence and ability to lead a committed professional team.

In addition to the advertised salary, the benefits package includes a substantial bonus, fully expensed car and generous stock options.

Interested applicants should telephone James Hyde on 01-437 0464, or write to him, enclosing a brief CV, at the address below.

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

IMRO Senior Officer Member Training to £30,000 + benefits

IMRO is the SRO which regulates investment management throughout the UK. As a part of its drive to improve industry practices, IMRO is developing a training programme for its Members, comprising a series of workshops on its Rules and on related compliance issues. A new opportunity has arisen for a high calibre individual to work with the senior manager in the Compliance Department to develop and present the workshops. The job will involve an initial orientation period within the Compliance Department.

Candidates for this position will be

graduates, possibly with an accountancy qualification. Excellent communication skills and industry knowledge are essential. Previous involvement in regulation or compliance would be an advantage, as would experience of training. This is a high profile role and its importance is reflected in the competitive salary package which includes a car and mortgage subsidy.

For further details please contact Karin Clarke on 01-831 2000 or write to her at
Michael Page City, 39-41 Parker Street,
London WC2B 5LH.

MP
Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

GROUP FINANCIAL CONTROLLER

West Midlands £40,000 + mortgage + car

A period of dramatic expansion and change over the last few years has transformed our client from a well established regional Building Society into a major financial services group with offices throughout the country. Acquisitions, diversification and growth will ensure not only a buoyant future for the group but also a wide range of exciting challenges for the new group finance function.

In order to meet these challenges the position of Group Financial Controller has been created. This is a vital role which will entail establishing a new group reporting and control function and introducing standards and systems throughout the subsidiaries to meet the statutory and commercial requirements of the business. The successful candidate will also be responsible for developing a team and structure capable of producing meaningful financial information to support the Board-level decision-making process and will work closely with the Treasury and Financial planning functions.

Reporting to the Group Financial Director, this is a very high profile role with substantial autonomy, significant Board-level exposure and close liaison with the subsidiary MDs and their managers. Candidates should be qualified accountants, probably in their mid 30's, who can demonstrate a record of achievement in a leading firm of accountants or a substantial quoted company. In order to succeed in this high pressure and rapidly developing environment, flexibility, resilience and ability to instigate and communicate new ideas at senior levels are essential qualities.

In addition to an attractive salary and benefits package, which includes relocation, this role carries with it genuine opportunities for real career progression.

Please reply in confidence, giving concise career, personal and salary details to Paul Carroso, quoting Ref: L423.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (01-629 8070)

EGOR
EXECUTIVE
SELECTION

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain

Manager -Corporate Accounting

Mid-Sussex c.£35,000 + car

Our clients are a long established financial services group with a turn-over approaching £100M and are part of a leading British group with diverse international interests. Following a major acquisition our clients are restructuring their finance function and have identified this key role in the new organisation. Reporting to the Finance Director the person appointed will manage a small well-qualified department and be responsible for maintaining the highest standards of corporate accounting throughout the organisation. This will involve devising and implementing an enhanced programme of accounting policies and reporting deadlines, assisted by a substantial current investment in a new computer installation and bespoke software. Applicants should be Chartered Accountants in their 30's with a commitment to strong professional disciplines. They are likely, currently, to be a Manager in a "top 20" professional firm or holding a position of responsibility in the centre of a sizeable Group. Ref: 1698/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R.A. Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

Phillips & Carpenter
Selection Consultants

Finance Director

Building Products
Circa. £35,000 + package
North West.

Our client is a UK subsidiary of a Swedish parent company, with a £16m turnover and interests in the manufacture, marketing and distribution of fixing and cable management systems. Reporting to the managing director, the appointee will direct the finance function and contribute to strategic planning.

You will be responsible for maintaining high standards of control and prime responsibilities will include: financial and management accounting; budgetary control; treasury management; the development of computerised information systems; and company secretarial duties.

You will be a qualified accountant, ideally aged 32-40 with at least ten years experience. You will be able to demonstrate a successful career progression in a manufacturing

environment, latterly at a senior level. Additionally you will have a "shirt-sleeves" approach and an enjoyment of dealing with a wide range of people in an environment of change. An attractive package, reflecting the importance of the position will be available, including an executive car and the usual benefits associated with an appointment at this level. Candidates can apply in confidence, enclosing a full CV and current salary details, quoting reference MCS 89/20 to Julie Erwin at

Price Waterhouse,
Management Consultants,
York House, York Street,
Manchester M2 4WS.

Price Waterhouse

Enterprise Oil

Manager UK Taxes

£Exceptional + Car + Stock Options

Enterprise Oil is Britain's leading independent oil exploration and production company. It has substantial operations both in the North Sea and internationally and is a major force in the industry. Despite the weaker oil price, 1988 was another excellent year, with an increase in oil and gas reserves of 94%. The group progressed forcefully towards its objective of building an international exploration portfolio capable of adding equity reserves to the Group's asset base. Their activities in the first six months of 1989 have only underlined this dynamic expansion strategy.

As a result of this expansion they now seek to recruit an individual to assume a new proactive role within the head office finance function. The new incumbent would be expected to perform an advisory role for other departments within Enterprise and take responsibilities for managing the compliance of all

UK tax activities. Initially there will be two people reporting directly to this post.

This high profile role will encompass a wide variety of managerial and advisory work including the following:

- * Corporation Tax
- * Petroleum Revenue Tax
- * Acquisitions and disposals
- * Financing and deal structuring.

It is envisaged that the successful applicant will currently hold a similar position within the oil industry.

Salary will be commensurate with the seniority of the appointment and will include the provision of an executive car. The successful applicant will also be eligible for participation in the Enterprise Oil Senior Executive Share Option Scheme.

To discover more regarding this exceptional opportunity contact Graham King or Chris Nelson on 01-831 2000 (evenings and weekends 01-556 6920) or write to them at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH. In the first instance interested parties will receive a detailed job description and company information pack. Neither names nor details of respondents will be disclosed to the client without express permission.

MP
Michael Page Taxation
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

New Appointment

Director - Finance and Administration

London SW1
c.£35,000 + car + bonus + share options

We are recruiting on behalf of the British subsidiary of a major multinational services group with headquarters in Paris. The UK company, a household name has enjoyed a strong market position for many years.

In order to facilitate the further development of the business, the company now wishes to strengthen its management team by the appointment of a director who will control all aspects of finance, data processing and administration within the company. Probably an accountant with at least three years post qualification experience, the selected candidate will possess a blend

of finance, business and management skills and should have the capacity to develop as a contender for a senior general management position within the company.

The position calls for a pragmatic "hands-on" manager who also has the flair and ability to step back and take a broader strategic view.

As effective liaison with colleagues world wide is expected, a good working knowledge of French is considered desirable.

Safety will not be a limiting factor, and will be enhanced by a fully-expensed company car, bonus and a

substantial benefits package which includes eligibility for a group share option scheme. Prospects in the medium term, both in the UK company and within the group world wide, are very attractive.

Send a full CV detailing your current salary and quoting reference number MCS/8860 to: Jim Mitchell Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SW1 9QL

Price Waterhouse

Financial Controller Cambridge

ACAs 28-35 to £30,000

Our client is a young but fast-growing high technology company in Cambridge seeking to recruit a Financial Controller with the potential to become Finance Director in due course.

Reporting direct to the Managing Director, the role will comprise responsibility for all key finance areas and the formulation of commercial policies and procedures.

Candidates (male or female) should be able to demonstrate a good academic and professional examination record, have broadly based audit experience coupled with senior financial management experience in industry a first priority.

Prospects are excellent, in line with the company's planned rapid growth.

For more information please contact George Ormrod BA (Oxon) on 01-836 9501 or write with a copy of your CV to Douglas Llambias Associates Limited at 420 Strand, London WC2R 0NS quoting reference No. 3124.

DIA
DOUGLAS
LLAMBIAS

London 01-836 9501
Manchester 01-629 8070
Birmingham 01-556 6920
Edinburgh 01-226 2111
Glasgow 01-226 2111
Newcastle 01-226 2111

Finance Manager

c.£26,000 + bonus + car - Aged late 20s

A broadly based group with a turnover of around £250m, Staveley is essentially decentralised subject to the monitoring of plans and performance by a small but highly professional Finance Department. Significant growth in the UK and USA has taken place in recent years and is planned to continue.

The person appointed will report to the Group Financial Controller and will be involved in research and investigation of possible acquisitions, capital investment

appraisal, performance monitoring against budgets and the conduct of a wide range of ad hoc economic and financial studies both at home and abroad. The successful candidate will preferably be a Chartered Accountant with relevant experience. Most importantly, he or she will have been able to demonstrate a practical approach to business problems and the ability to establish good relationships with the management of operating companies. The job will involve travel both within the UK and the US.

Please write, with full details, to:
R.C. McDuell, Director of Personnel, Staveley Industries plc,
Staveley House, 11 Dingwall Road, Croydon CR9 3DB.
All replies will be treated in the strictest confidence.

Staveley Industries plc



Handwritten note in Arabic script: "مكتبة الدكتور"

Director of Audit

West of London

£55,000 + Bonus and Car

To work for the largest Division — turnover £15 billion, 23,000 employees — of a major PLC. Operations are principally retail related and there are some 3,000 High Street outlets.

The company has gone through a period of major change, developing a progressive, participative management style and promoting quality and high levels of customer service as key objectives. Subsidiary companies now have greater autonomy and are largely self-accounting. In turn, greater emphasis has been placed on effective systems and internal control. The Director of Audit will ensure these are implemented and then, supported by a team of twelve, develop a function which also focuses on qualitative and broader management

issues. Within two to three years the appointee should have moved through to a line financial role. Candidates, 30-35 must have excellent communication skills and a broad commercial perspective. They will either be at managerial level with a major practice or have 2/3 years post qualification experience with a sizeable group.

Interested applicants should write enclosing a comprehensive CV with daytime telephone number quoting Ref: 327 to Barry Olfier, BA, ACA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG.



MANAGEMENT SELECTION

Financial Director

East Midlands

£30,000 + Bonus + Car

With an annual turnover in excess of £45 million, our client is a leading name in the food processing industry. As an autonomous group of companies within the European Division of a US multi-national corporation, they process both branded and private label foods from a number of sites in England.

The successful candidate will

- ★ be aged in their late 30's/early 40's.
- ★ be a qualified accountant of graduate calibre.
- ★ have around 5 years' experience at Board level.
- ★ have experience, preferably in food processing, or a related industry.
- ★ possess the ability and drive to progress to a Managing Director's position in the future.
- ★ receive an excellent remuneration package including a bonus of around 20% of basic salary.

The Financial Director will be responsible for the effective management and leadership of the Finance Department, with particular emphasis on the management information systems and cash management. This will also require a high degree of input on all commercial aspects of the business.

Please reply in confidence, enclosing a comprehensive CV to Paul MacDowrie ACA, Executive Division at Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

FINANCIAL CONTROLLER Property Development

c£30,000 + bonus + car

Partly owned through a joint venture by the highly regarded and dynamic property group, London & Edinburgh Trust PLC, our client specialises in the retail market place. Currently small, the company has negotiated additional funding and is poised for rapid expansion.

Based in London, the Financial Controller will be responsible for the full financial and administrative function. In a 'greenfield' situation, he or she will establish procedures, implement systems and prepare and present information. It is expected that the Controller will spend up to half the time in non-accounting matters — planning, deal making and negotiations — and that he or she will have the opportunity to influence the direction of this small self-contained business.

In their late 20s, applicants should be graduate Chartered Accountants, ideally with commercial experience, who wish to participate in all aspects of a growing company.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/831/F.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

LLOYD MANAGEMENT

Director of Financial Services

Midlands

£Substantial + Executive Package

One of the Midlands major employers. An innovative successful market leader with an enviable reputation within its highly competitive industrial sector. Prolonged growth being the basis of planned organic and acquired expansion. A newly created position to facilitate continued success.

This newly created post will report to and work very closely with the Financial Director. Responsibilities, through a team of senior managers, will be for corporate finance, taxation, audit and treasury. Additionally, there will be extensive high profile involvement with the city and analysts with mergers and acquisitions work playing a significant role in the overall remit of the position.

The extent of the management involvement combined with the innovation and determination required to achieve the growth and change demanded indicates that a professional of the highest calibre is required. It is therefore suggested that only candidates aged over 35 and currently earning in excess of £38K would have the necessary experience.

Interested candidates should submit a detailed cv to Peter Hall or David Hollins, LINK Management Selection, 8 Regent Street, Nottingham or alternatively telephone for an application form on 0602 412500 during office hours or 0788 543369 between 8pm and 10pm any evening, including weekends, quoting reference 14076.



Financial Controller/ Company Secretary

London W1

Up to £30,000 + Car

This new appointment, arising out of our client's continuing development, offers a suitably qualified candidate, aged 30-40, an ideal opportunity to join a profitable, fully-listed PLC. Engaged in industrial distribution, the Group is poised on the threshold of a period of substantial growth, mainly by acquisition. The successful applicant will be expected to play a major role in the Group's development. Working closely with the Financial Director and supported by locally based qualified staff, he/she will have particular responsibility for the preparation of group forecasts, monthly and statutory accounts and overseeing the quality control of the group's internal accounting functions. In addition, the role of Company Secretary not only encompasses the normal statutory functions but will include responsibility for group pensions, insurances and advising on all matters affecting property. Ref: 2112/FT. Write or telephone for an application form or send full details (with daytime telephone number and current salary) to R.P. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

Phillips & Carpenter
Selection Consultants

UNIQUE OVERSEAS OPPORTUNITY

Financial Manager

Initially City Based

£30,000 + Car and Extensive Benefits

The International trading and finance arm of one of the UK's leading plcs are further developing their interests in Africa, Australasia and the Pacific region. The management team which is highly autonomous, small and cohesive is currently implementing plans for further geographical and product diversification.

Africa is envisaged but longer term career prospects with the group are extensive.

As part of this programme they wish to appoint a chartered accountant during the first half of 1990 to assume financial responsibility for three group companies in a highly desirable part of East Africa maintaining a close reporting relationship with the London Head Office. A three year secondment in

Initially the successful candidate will be attached to a project team based in Head Office reviewing the company's accounting, reporting and operating systems. This role will provide valuable access to all aspects of the company and its activities.

If you are aged under 35, qualified (CA) and looking for a very high level of management responsibility within a major international group, please write enclosing a full CV to Ian R Hetherington, Advisor to the Company at 66-67 Wells Street, London W1 or telephone him on 078 087 436 (day or evening).

The Wentworth Consultancy

Financial Accountant

A consulting approach to accounting management

Surrey

Spillers Foods Ltd is a major force in the increasing and highly competitive pet foods market, producing such well known brands as Winalot, Bomo, Kattomeat, Choocy and Shapas.

We are now looking to strengthen our Financial Accounts team at Head Office. Reporting to the Financial Manager, you will be responsible, with a team of two, for providing periodic accounts, VAT costings and returns, maintaining computerised data, insurance policies, control of centralised nominal ledger used by Head Office and the factory sites. The role will demand development skills to review company wide financial systems and the creation of a financial systems manual.

You will be a qualified accountant and possess excellent communication and analytical skills.

Salary will be dependent on age and experience. A company car is provided in addition to large Company benefits.

Please send a copy of your CV to Francesca Rennie, Personnel Manager, Spillers Foods Ltd, New Malden House, New Malden, Surrey. Tel: 01-949 6100.



FINANCIAL CONTROLLER LONDON

A challenging new position has arisen in a rapidly expanding international property group currently based in SW7, but shortly moving to Victoria. The situation requires a suitable experienced, qualified accountant aged 30+, to be responsible for the group's accounting requirements, controlling a property portfolio of circa £400 million. Duties to include cash management, budgets etc. and close liaison with the group's management team. The salary is negotiable.

Contact Mike Smith on 01-651 3477.

NEW TOP EXECUTIVE JOBS IS YOUR TARGET?

Since 1980 we have helped many top executives secure new general management or financial positions. We are currently seeking new general and financial executives for a confidential meeting which is free of charge. Please contact us for a confidential meeting which is free of charge. Please contact us for a confidential meeting which is free of charge.



APPOINTMENTS WANTED

MATURE FINANCIAL DIRECTOR

Wealth of experience in manufacturing and across the board. Availability only onwards. Preferably S.E. area.
Write Box A1242, Financial Times, One Southmark Bridge, London SE1 9EL.

APPOINTMENTS ADVERTISING

For further information

call 01-873 3000

Deirdre McCarthy ext 4177

Paul Maraviglia ext 4676

Elizabeth Rowan ext 3456

Patrick Williams ext 3694

Candida Raymond ext 3351

FINANCIAL DIRECTOR

East Midlands

c.£35,000 + Exec Car + Benefits

An unrivalled opportunity to join a major distribution company now presents itself with our prestigious client, part of a highly successful public group.

The business currently turns over in excess of £25m and has a high growth rate resulting from sound marketing, reliability and product excellence.

FCA, and probably over 35, your role involves commercial and strategic management as well as embracing the DP function ensuring the smooth flow of timely financial management information.

Exceptional communicative skills are required to compliment commitment and expertise and, as a full member of a dynamic and enthusiastic Board, your skill will be tested as never before.

For further information please contact Tom Burke, quoting ref: 89E/259 at Daniels Bates Partnership Ltd., Yorkshire Bank Chambers, 11a Smithy Row, Nottingham NG1 2BY or telephone him on (0602) 483321.



Leeds (0534) 463771
Sheffield (0742) 754015
Manchester (061) 433 3311
Nottingham (0520) 483321
Middlesbrough (0464) 248111
Darlington (01725) 483392
Aylesbury (0295) 923240
Bury (0924) 25350

Group Tax Manager

West London c. £45,000 + car + benefits

Our client, a major plc and household name, is seeking to recruit an experienced corporate tax specialist to head the tax department. The group, which has a turnover of c. £2bn with interests principally in the UK and North America, is currently following a policy of rapid acquisition and expansion.

The company is involved in a range of activities including the manufacture, distribution and retail of consumer goods.

Reporting to the Finance Director, with a small team, the successful candidate will have responsibility for UK and overseas tax planning and compliance, and will be required to liaise at the highest level of management. A particularly important part of the role will be the management of the strategic tax implications of the group's expansion.



Candidates, male or female, should be either ACAs or Ex Revenue with at least 3 years experience in industry or at a senior level in Public Practice.

Applications should be sent to **Stephen Hackett, Douglas Llambias Associates Limited, 410 Strand, London WC2R 0NS** or for more information, please phone 01-836 9501.

APPOINTMENTS ADVERTISING

For further information call 01-873 3000

Candida Raymond ext 3351

Deirdre McCarthy ext 4177

Paul Maraviglia ext 4676

Elizabeth Rowan ext 3456

Patrick Williams ext 3694

UK Finance Director (Designate)



The Mark of Success through Managing Finance

Maidenhead c.£40K + executive car

TETRA is the business software success story of the 1980's. Established 10 years ago, we have grown organically by over 100% per year for each of the last five years. We now employ over 450 people and our turnover for 1988 exceeded £15 million; our targets for 1989 and beyond are equally ambitious.

We are now intent on increasing our presence in overseas markets and following the formation of a Group structure, we have created the position of UK Finance Director (designate) reporting to the newly appointed UK Managing Director.

You will be used to the challenges of a dynamic, fast growing business which requires constant evaluation and development of reporting systems.

As a senior member of the management team, participation in the achievement of the ambitious goals set for the UK companies is expected. Key tasks will be the production and presentation of monthly results, budgets and forecasts, the appraisal of profit opportunities and the wider distribution of financial knowledge and awareness throughout the company. In addition the personal development of our talented finance team will be a vital task.

A qualified accountant, aged 30-40 years, you must be able to demonstrate a strong track record of achievement with the ambition to achieve more.

The remuneration package is consistent with the importance we place on this key role and includes a fully expensed car, personal pension plan and the kind of benefits associated with a leading company.

Please send CV, stating your reason for wanting to join in our success, to: Raymond Pagan FCCA, Group Finance Director, Tetra Limited, Foundation House, Concorde Road, Maidenhead, Berkshire SL6 4BX.



Financial Director

London c.£70,000, Car, Benefits

This London based financial services company, part of a prestigious overseas Group is poised for immediate and significant growth. Reporting to the Managing Director, responsibility will be to provide board level financial input into major decision and policy making as well as the day to day financial management of the company.

This is a highly visible role which requires an ambitious high calibre professional. Candidates aged 30-40 ideally holding an ACA or ACCA qualification and possibly with other third level qualifications, should have successfully held a senior position in a blue chip, strongly managed developing organisation.

Excellent man-management skills, the ability to develop and implement good financial systems and the personal authority to manage organisational growth and change are all important.

The environment is dynamic and particularly challenging where only the highest standards will be acceptable. Remuneration will not be an inhibiting factor in this project.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, **M. Gould, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1K 9WB, 01-734 6852, Fax: 01-734 3738, quoting Ref. H13079/FT.**

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

FINANCIAL DIRECTOR CONSTRUCTION

BEAUTIFUL SUFFOLK EXCELLENT SALARY NEGOTIABLE + CAR

Our client is a successful and growing construction company based in Bury St. Edmunds. Current turnover is above £10M p.a. and embraces contracting, housing, development and property management. Due to reorganisation, an excellent opportunity has arisen for a mature and experienced Accountant to take complete control of the Company's accounts and financial functions. As Financial Director, he/she will become one of the Director team involved in the total running of the Company, and essential requirements are:-

- several years' experience at senior level and with a construction company
- deep accounting, financial and commercial acumen and detailed experience of the use of computers in a construction company
- the ability to lead by example, work in a team and be acceptable as a person

This challenging opportunity will suit an Accountant in their 30's who is prepared to assist in the further development of the Company!

Besides a negotiated salary, benefits include prestige car, pension and life insurance and health scheme; assistance with removals if necessary.

Please send full c.v. or telephone for an applications form to:-

The Appointments Secretary
Building Advisory Service
4 Printing House Yard
London E2 7PK
Tel: 01-739-4666

SPECIALIST RECRUITMENT CONSULTANTS TO THE CONSTRUCTION INDUSTRY

KEY GROUP NUMBER TWO: ACCOUNTING ROLE HIGH WYCOMBE, c£27K, car

Our client company provides a first class range of products and services to 'blue chip' companies throughout the UK. Established for 18 years, it is now in a rapid growth phase both in our two UK companies and in our recently established USA organisation. We need a capable back up to the FD, to ensure that systems are developed and operate efficiently, that reporting deadlines are met and in general that the Accounts Department provides a highly professional service. This is an excellent opportunity for a QUALIFIED or NEARLY QUALIFIED Accountant, who is keen to take up a position of substantial responsibility as a career move, in a company with considerable potential. Terms of employment are excellent and include a fully expensed car, pension scheme and private health care.

Please apply in writing enclosing a CV and quoting current salary details to **Ian Hewitt FCCA, Herbert Pepper & Rudland, Chartered Accountants, 51 Castle Street, High Wycombe, Bucks. Tel: 0494 436135.**

TAX CONSULTANTS

LONDON to £50,000 + BENEFITS

We are currently acting on behalf of a leading tax consultancy, who are seeking to recruit several high calibre Corporate and Personal tax specialists.

It is envisaged that successful candidates will be ACA, ATII, Solicitors or Barristers, and possess a minimum of 3 years taxation experience gained in a recognised professional environment.

In both instances, attractive salary packages will be offered together with scope for individual career development.

Please call **Vivienne Row on 01-405 4571** (eves. w/ends 01-886 4169), or write to her at the address below.

A M S Applied Management Sciences Ltd
17 Bedford Row, London WC1R 4EJ
(01-405 4571) Fax: 01-242 1411

FREELANCE FCA

City based (26 years). Available immediately for short or long term assignment.

Write box A1236, Financial Times, Number One, Southwark Bridge, London, SE1 9HL.

GROUP TREASURER SURREY

This is a newly defined appointment with a major international service industry PLC to head up a professional and dynamic profit centre of the Corporate HQ.

With over 45 operating subsidiaries world wide, substantial capital facilities, a large pension fund investment portfolio and other major investments, sound and efficient treasury management is paramount.

Responsibilities will include initiation and implementation of treasury policy, daily management of cash, liaison with investment and other specialist advisers, UK and International tax affairs together with VAT and matters concerning corporate structure.

Probably aged 40+, a mature personality and member of one of the recognised professional bodies, the highest standard of personal integrity and inter personal and communication skills are mandatory. Experience in a senior treasury post in a major PLC plus some background with City institutions would be ideal.

Of sufficient stature to warrant early consideration for a subsidiary board appointment on appropriate salary and benefits package including a car will be negotiated. Those currently earning less than £40,000 will be unlikely to have the relevant experience.

Please write in confidence to:

THE EXECUTIVE RECRUITMENT CONSULTANT, CONTRACT 2000 GROUP, SUTTON PARK HOUSE, 15 CARSHALTON ROAD, SUTTON, SURREY, SM14LE. QUOTING REFERENCE OH/15.



Finance Director

Responsibility, challenge, and further progression linked to our expansion.

"Are you keeping your eyes on the board and playing to win?" You feel that it's time you took on a challenging role with an established, expanding concern. Well, you can. Join our Client as their London based Finance Director. Already highly successful manufacturers and distributors of a broad range of internationally known toys and games, they have recently doubled their size with a recent French acquisition - which has given them a turnover of over £20 million.

Reporting directly to the Managing Director, and as a Board member, you'll be responsible for controlling and streamlining all financial and accounting procedures, particularly with regard to production, labour, and cost control through an integrated computer business system. Your progression will be linked to our growth, as we see your development as a key Board member. So you should be dynamic, self-motivated and highly analytical. You will, most probably, be qualified with experience gained in a multi-national corporation. You should have some knowledge of manufacturing, and be familiar with fully integrated data processing systems. Good French is essential, as you will deal with our sister company in France and travel to Europe regularly.

We can offer you a good starting salary, bonus, car and an excellent benefits package. To apply, please write, enclosing a full CV, to:

THE SEARCH PARTNERS INTERNATIONAL
Recruitment Consultants
59 Catherine Place, London SW1E 6DY.
Telephone 01-630 9472

Calgary Düsseldorf London Montreal Ottawa Toronto Vancouver Zurich

CHIEF ACCOUNTANT

Central London To £32,500 + benefits

Our clients are a rapidly expanding medium-sized firm of Chartered Accountants based in central London.

They require a highly competent qualified accountant to head up their internal finance function. The Chief Accountant will be responsible for running the accounting department, which has six staff, including the timely preparation of monthly management accounts and the preparation of budgets. There will also be involvement in general administrative duties.

The accounting system is fully computerised and, therefore, the successful candidate will have proven computer skills including the use of spreadsheets. Our clients are looking for an individual with energy and common sense who can demonstrate commitment, enthusiasm and a flexible approach to work. Experience of working in a professional firm would be an advantage. The preferred age range is 35-45.

Please send full career details in the first instance to The Appointments Manager, Bartlett Advertising Ltd, Bartlett House, Greenhill's Rents, Smithfield, London EC1M 6HS. Please list separately any company to whom you do not wish your details to be sent.

Bartlett advertising ltd

FINANCIAL CONTROLLER

LONDON MAYFAIR £30,000 + CAR AND BENEFITS

Noble Hotels is a newly formed hotel management company which is a wholly owned subsidiary of a UK based international trading group.

A Chartered Accountant (age 28-40) who has in-depth experience in this specialised field, is now being sought to join as Financial Controller.

Reporting to the Managing Director, the Financial Controller will assist in the identification and exploitation of business opportunities, and be responsible for the implementation of financial controls and accounting procedures.

The successful candidate will have good interpersonal skills, have a positive approach, be proactive and be able to keep pace with the growth of this company. Experience of computerised hotel management information systems is essential.

Please send career to date and personal details to:

David Heaton, Noble Rared on plc, 73 South Audley Street, Mayfair, London W1Y 5FF

NOBLE HOTELS

GROUP FINANCIAL CONTROLLER

Thames Valley Package c£50,000

Our client, an international \$700m turnover plc, has diversified manufacturing interests mostly in consumer products. A recent reorganisation has led to the need to strengthen the group finance function and to appoint an experienced Group Financial Controller.

Reporting to the Finance Director, this is a key management and catalytic role encompassing all aspects of financial planning and control. Key needs are to improve the quality of interpretation of financial information for management, to enhance management reporting and control and to improve financial control competencies throughout the Group.

Candidates, preferably graduates in their 40's, must be qualified accountants (ACA or ACMA), and have both practical

management accounting experience in a manufacturing environment together with success in a central office function for a diversified group. The ability to effect change at both Group and operating level is vital, and acquisition experience would be a further advantage. The right candidates will be intelligent, flexible, credible and persuasive with high energy. Remuneration package will include a significant base salary, bonus scheme, executive car, other major Group benefits and relocation expenses, if appropriate, to our client's West of London location. Please write with full CV and details of present remuneration quoting ref: 1577 to: John Little, Bull Thompson & Associates, Alliance House, 63 St Martin's Lane, London WC2N 4JX, who is advising on this appointment.



LONDON · BIRMINGHAM · LEEDS · MANCHESTER

GROUP RISK/INSURANCE MANAGER

North West £32,000 plus + Car + Benefits

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Applications should be made to: Mr. C. M. Bishop, Personnel Co-ordinator, Central Services, Pilkington plc, Prescot Road, St. Helens, Merseyside WA10 3TT.



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Salary and conditions negotiable with share option scheme.

Apply in confidence to Managing Director, Saxon Inns Ltd, 142-146, Whitecross Street, London EC1Y 8QJ.

PUBLIC NOTICES

MONOPOLIES AND MERGERS COMMISSION REPORT ON UNICHEM LIMITED

Notice published by the Secretary of State under section 10(4)(b) of the Competition Act 1980 and section 91 (2) of the Fair Trading Act 1973.

Proposed order under section 10(1) and (2)(a) and (b) of the Competition Act 1980 and section 91(2) of and paragraphs 1 and 2 of Schedule 8 to, the Fair Trading Act 1973, as applied by section 10(4)(a) and (d) of the Competition Act 1980, in relation to the arrangements and proposed arrangements for the allotment of shares in the capital of Unichem Limited.

1. Section 91(2) of the Fair Trading Act 1973 ("the 1973 Act"), as applied by section 10(4)(b) of the Competition Act 1980 ("the 1980 Act"), requires the Secretary of State, before making an order under section 10 of the 1980 Act, to publish, in such form as appears to him to be appropriate, a notice:

- stating his intention to make the order;
- indicating the nature of the provisions to be embodied in the order; and
- stating that any person whose interests are likely to be affected by the order and who is desirous of making representations in respect of it, should do so in writing (stating his interest and the grounds on which he wishes to make the representations) before a date specified in the notice (that date being not earlier than the end of the period of thirty days beginning with the day on which the publication of the notice is completed).

2. The Secretary of State is required by section 91(2) of the 1973 Act to consider any representations duly made to him in accordance with the notice before the date specified in the notice.

3. The Secretary of State accordingly hereby gives notice that following receipt of the report of the Monopolies and Mergers Commission entitled "Unichem Limited - a report on Unichem's arrangements and proposed arrangements for the allotment of shares in its capital" ("the Report") presented to Parliament by the Secretary of State for Trade and Industry by command of Her Majesty on 13 May 1989 (Cmd. 691) he intends to make an order under section 10(1) and (2)(a) and (b) of the 1980 Act and section 90(4) of, and paragraphs 1 and 2 of Schedule 8 to, the 1973 Act, as applied by section 10(4)(a) and (d) of the 1980 Act. The order will be made, (to the extent that it is made under sections 10(2)(b) of the 1980 Act) for the purpose of remedying or preventing adverse effects specified in the Report.

Summary of proposed provisions

4. The order will prohibit Unichem Limited ("Unichem") from continuing to operate its "Share Scheme" under which shares will be allotted by reference to the amounts of goods and services acquired from Unichem, except in respect of allotment, by reference to goods and services acquired by 17 May 1989. Unichem may not make or carry out any agreement in respect of allotment by reference to later acquisitions of goods or services.

5. Unichem must also hold its minimum purchase qualification for continued membership to £5,000 per month and its initial share subscription qualification to 200 per premises, up to a maximum of 1,000.

Details of proposed provisions

6. The nature of the provisions to be embodied in the order is as follows:

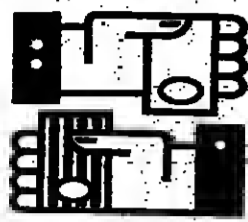
- Unichem must not engage in the anti-competitive practice of allocating future allotment of shares in Unichem by reference to the amounts of goods and services generally acquired from Unichem by the prospective holders of these shares, or pursue any other course of conduct which is similar in form and effect to that practice;
- but this will not prohibit Unichem from allotting shares by reference to amounts of goods and services acquired from Unichem on or before 17 May 1989;
- the practice referred to in (a) above is more particularly described in paragraph 6.15 of the Report and referred to in the Report as the "Share Scheme";
- paragraph (a) below applies to any agreement which provides that shares in Unichem will be allotted to any party to the agreement or any other person by reference to the amount of goods and services acquired from Unichem after 17 May 1989 by any party to the agreement or any other person;
- it will be unlawful for Unichem to make an agreement to which this paragraph applies, or to carry out any such agreement (including any agreement already in existence on the making of the order, which will be not earlier than 26 June 1989) except (in the case of an agreement made before the date on which the order comes into force (likely to be 3 July 1989)) to the extent that Unichem is able to carry it out without allotting shares by reference to the amount of goods and services acquired after 17 May 1989;
- paragraph (d) below applies to any agreement under which it is a condition of the acquisition or retention of membership of Unichem that:
 - the member purchases from Unichem not less than a specified amount of ethical pharmaceutical products, the amount being specified by reference to a value per month greater than £5,000, or;
 - the prospective member subscribes for a number of shares greater than two hundred each separate premises at which he sells pharmaceutical products or one business, whichever ever is less;
- it will be unlawful for Unichem to make an agreement to which this paragraph applies, or to carry out any such agreement made after 17 May 1989, except (in the case of an agreement made before the date on which the order comes into force) to the extent that Unichem is able to carry it out without allotting shares by reference to the amount of goods and services acquired after 17 May 1989.

7. Any person whose interests are likely to be affected by the order, and who is desirous of making representations in respect of it, should do so in writing to Mrs C.E. Bell, Department of Trade and Industry, Room 641, 1-19 Victoria Street, London SW1H 0ET (stating his interest and the grounds on which he wishes to make the representations) before 26 June 1989.

C.E. Bell
As Assistant Secretary of the
Department of Trade and Industry

Handwritten signature or mark at the bottom of the page.

FINANCIAL TIMES SURVEY



Exchange rates no longer obey the forecasters. Indeed, capital flows now appear to be the dominant force on forex markets.

Volatility this month followed a period of relative calm that had lessened the need for official intervention, says Peter Norman.

A play with no script

THE CENTRAL bankers and politicians who aspire to maintain order on the world's currency markets were given a salutary lesson earlier this month.

The dollar's advance through the DM1.90 barrier on May 8, after central banks had tried in vain for several days to restrain its rise, was a reminder that foreign exchange markets nowadays pay scant regard to the consensus views of economists and politicians.

For years, conventional wisdom has been that the dollar is vulnerable to weakness, because of the huge and persistent imbalance between the current account surpluses of West Germany and Japan, and the US's \$135bn annual current account deficit.

The goal of currency stability, espoused by the Group of Seven leading industrial countries since the signing of the Louvre Accord in February 1987, has been largely motivated through fear that a free fall of the dollar would produce a sharp deterioration in world economic conditions.

However, with foreign exchange controls being cut back or dismantled in countries as far apart as Italy and

Taiwan, flows of funds can be a far more potent force in determining currency values than any concern about economic fundamentalists.

That was the case earlier this month, when strong demand for high-yielding dollar assets from fund managers in Europe and the Far East pushed the US currency through levels widely regarded as the upper limit for the dollar under the secret terms of the Louvre Accord.

The sheer unpredictability of exchange rates will ensure full employment for foreign exchange dealers, analysts and central bankers as long as there is more than one currency in the world. But a climatic change may have come over foreign exchange markets in recent months.

The recent tussle between the dollar bulls and the central bankers brought back memories of the noise and panic that marked currency crises in the 1970s and early 1980s. Otherwise, for long serving traders, foreign exchange markets have been uncannily calm over the past 17 months, compared with most of the preceding 17 years.

Partly this was due to chance: all three of the world's key currencies have failed to



Foreign Exchange

follow the script of economic pundits since the beginning of 1988. The downward realignment of the dollar from the giddy heights it reached in 1985 has halted and been partly reversed. The Japanese yen no longer soars into the stratosphere. The traditionally strong Deutsche Mark has been weak against major currencies outside the European Monetary System, helping avoid a realignment against its satellite currencies in the EMS.

The dramatic movements on which foreign exchange traders depend for high profits instead occurred in the second-string G7 currencies. The Canadian dollar, for example, has gained more than 10 per cent on a trade-weighted basis in the past year and a half, because of the Bank of Canada's extremely tight counter-inflationary monetary policy. Sterling has become vulnerable, having rapidly lost the hard currency allure of spring 1988, when Chancellor of the Exchequer Nigel Lawson tried in vain to peg it at DM3. High-yielding, semi-exotic currencies, such as the Australian dollar and Spanish peseta, have moved in and out of favour, attracting speculative

attention in the process.

After being battered by the markets in 1987, the central banks of the Group of Seven nations - the US, Japan, West Germany, France, Britain, Italy and Canada - appeared earlier this year to have broadly fulfilled the objective, set in the G7's February 1987 Louvre Accord, of keeping currencies stable.

Through 1988 and the early part of this year, the external value of the dollar fluctuated in relatively narrow bounds, in contrast to its sharp rise in the early 1980s and its subsequent 42 per cent fall between Febru-

ary 1985 and the end of 1987.

But, as this month's events indicate, it would be wrong to view recent trends as evidence of stability. The increased importance given to combating inflation in all industrial countries has strengthened domestic priorities in the setting of monetary and exchange rate policies.

The recent relative calm may turn out to have been no more than an uneasy equilibrium of specific market related factors, political developments in the major industrial countries, capital flows and macro-economic developments that

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together lessened the need for heavy handed central bank intervention.

To understand recent developments, it is necessary to go back to early 1988. That was when the central banks of the major industrial countries inflicted heavy financial losses on a number of market operators that had aggressively oversold the dollar.

The central banks bought around \$4bn over two trading days, and in the process are thought to have cost the foreign exchange departments of several banks between one and two months' profits. These were particularly significant losses in the wake of the October 1987 stock market crash. Whether in consequence or by coincidence, several large banks, most notably Bankers Trust of the US, cut back their speculative operations in the market.

That shock created a new balance in the relationship between traders and monetary authorities. Until this month forex operators were generally willing to play along with the G7 aim of maintaining currency stability by taking small but assured profits, after pushing currencies close to the supposed but unpublished intervention limits between G7 currencies.

Like currency traders, the G7 authorities also learned to adapt. Not only have some of the Louvre Accord intervention levels been revised, but it has been operated as a "soft" system in which the participating central banks have at times accepted currency movements that go beyond the perceived fluctuation margins of the G7 agreements. That has been one factor behind a much reduced scale of currency intervention by central banks in the past 17 months.

Initially, the 1988 "bear squeeze" administered by the central banks was reinforced by an improvement in economic fundamentals. The US current account deficit declined in the first half of last year, while the surpluses in Japan and some of the newly industrialising economies of Asia fell.

Last year's unexpected strength in economic activity in the major industrial nations also helped stabilise the dollar as the Federal Reserve, the US central bank, moved earlier than other countries to tighten monetary policy. That shifted

the interest differential in favour of the US currency against the Japanese yen and continental European currencies.

A special factor promoting equilibrium has been a massive capital outflow from West Germany, precipitated by the Bonn government's announcement in autumn 1987 of a 10 per cent withholding tax on D-Mark assets. West Germany's DM85bn current account surplus last year was more than offset by a DM121bn outflow of long- and short-term capital. The D-Mark lost its former lustre and required Bundesbank support of DM35bn last year.

The D-Mark's weakness has had one positive effect. It has promoted stability in the European Monetary System, despite West Germany's halting trade surpluses with its EMS partners.

The weakness of the D-Mark has been reinforced this year by political events. Disarray in West Germany's ruling centre-right coalition and a split in the Bundesbank's decision-making central council over April's increase in the West German discount rate, to 4.5 from 4 per cent, have offset any potential gains for the D-Mark from Bonn's decision to withdraw the withholding tax from July 1.

In Japan, the Recruit scandal has undermined confidence in the yen. It remains to be seen whether the resignation of Prime Minister Noboru Takeshita marks the end of the affair or only the beginning of a new chapter.

The dollar, by contrast, has strengthened, despite the somewhat uneven performance of the Bush administration. Fund managers have shrugged off embarrassments such as President Bush's failure to secure Senator John Tower as his defence secretary. Dire warnings early in April from the IMF, that failure to cut US domestic demand could trigger a sharp drop in the dollar's value and much higher US interest rates, have gone unheeded. The dubious arithmetic of the Spring Budget compromise between the Administration and Congress has had no visible impact on confidence.

The IMF and any number of respected economic institutes have forecast a further worsen

Continued on next page

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FOREIGN EXCHANGE 2

MONETARY REFORM: Peter Norman on the Delors report and beyond

Proposals for union create discord

IT IS easy to be cynical about the idea of international monetary reform.

and Canada might be the start of a new world monetary order.

It suggests that the 12-member states should agree that a decision to enter the first stage of the three-stage process to union should be a decision to embark on the whole process.

It has also turned out to be a cause of political discord. Both Mr Lawson and the British prime minister, Mrs Margaret Thatcher, have flatly rejected the idea of union as involving an unacceptable loss of sovereignty.

It remains to be seen how far this complex and ambitious programme gets. But the Delors committee did not

The unanimously agreed report means that 1989 may go down in history as a year in which ideas for reform received a major boost

Just as medieval man hankered after a reconstruction of the Roman Empire, such hopes have tended to focus on a possible rebuilding of Bretton Woods, in the belief that a return to more orderly conditions would somehow recreate the high-growth and low-inflation climate of the post-war "golden age" of the 1950s and early 1960s.

In recent years, the decisions of the Group of Seven major industrial nations to co-operate closely on monetary issues have seemed at times to herald a breakthrough.

It seems unlikely that even the more partisan Republicans in his audience believed this. The Bush era has started unimpressively.

It is true that the President did move quickly to address one festering financial sore, which had been neglected under President Reagan.

Apart from these two initiatives the record remains largely a blank, or worse. The bipartisan budget agreement was introduced with apologies and denounced as a fraud.

Foreign finance and trade ministers and officials have been so unimpressed with some of their opposite numbers that they have forgotten the usual diplomatic courtesies, and said so many they have been unable to meet, because their appointment is yet to be confirmed.

While the Government pro-

Baker has spawned regular meetings of international monetary officials, but had no perceptible impact on the international economic problems that it was supposed to correct.

At one point last year, it looked as if international monetary reform might feature on the agenda of this year's G7 economic summit in Paris.

But rising inflationary pressures in the industrial world and the October 1987 stock market crash put paid - to the time being, at least - to the more extravagant hopes that pragmatic co-operation between the US, Japan, West Germany, France, Britain, Italy

agenda, but in a regional rather than a global context. The 38-page Delors report plots a three-stage route to economic and monetary union for the EC, culminating in a common currency and an independent European System of Central Banks (ESCB).

Moreover, it points out that difficult political decisions, which mainly concern greater integration of non-monetary policies, will have to be tackled if ever the idea of union is realised.

But the report is unambiguous in regarding union as a goal at which the EC should

apparently achieved the objective the Governors set for themselves, a persistent but measured pressure against inflation, without running the risk either of a sharp recession or of further damage to the already over-stretched credit system.

The minutes of the Federal Open Market Committee show their main public preoccupations are with the real economy - with bottlenecks, capacity utilisation, and especially with wage pressures.

The Fed's critics accept this account of its policies, and base their charges on it. The path of policy may look overly cautious, but the case of monetary growth is not. M2, generally regarded as the most reliable of the monetary aggregates, has been growing below the rate of inflation this year, and bank reserves have actually been shrinking as corporate borrowers have turned from the banks to the short-term money market for their needs.

This view has some historic plausibility: the weakness of the dollar under President Carter, when the US money supply was growing slowly but foreign dollar reserves were exploding, followed by its excessive strength when Mr Paul Volcker's policies put a squeeze on foreign reserves, fit the picture.

However, most assertions of this kind depend crucially on the choice of base date - over what period has money growth been too fast, or too slow? We may have to wait for the economic historians to settle the question.

The world's monetary authorities, meanwhile, can only muddle through and marvel that the brave new world of free-floating capital is keeping the off-forecast global economic crisis at bay.

It seems unlikely that European ideas will find imitators abroad

The EMS, set up in March 1979 to limit currency fluctuations among eight of the 12 EC nations, has defied the sceptics.

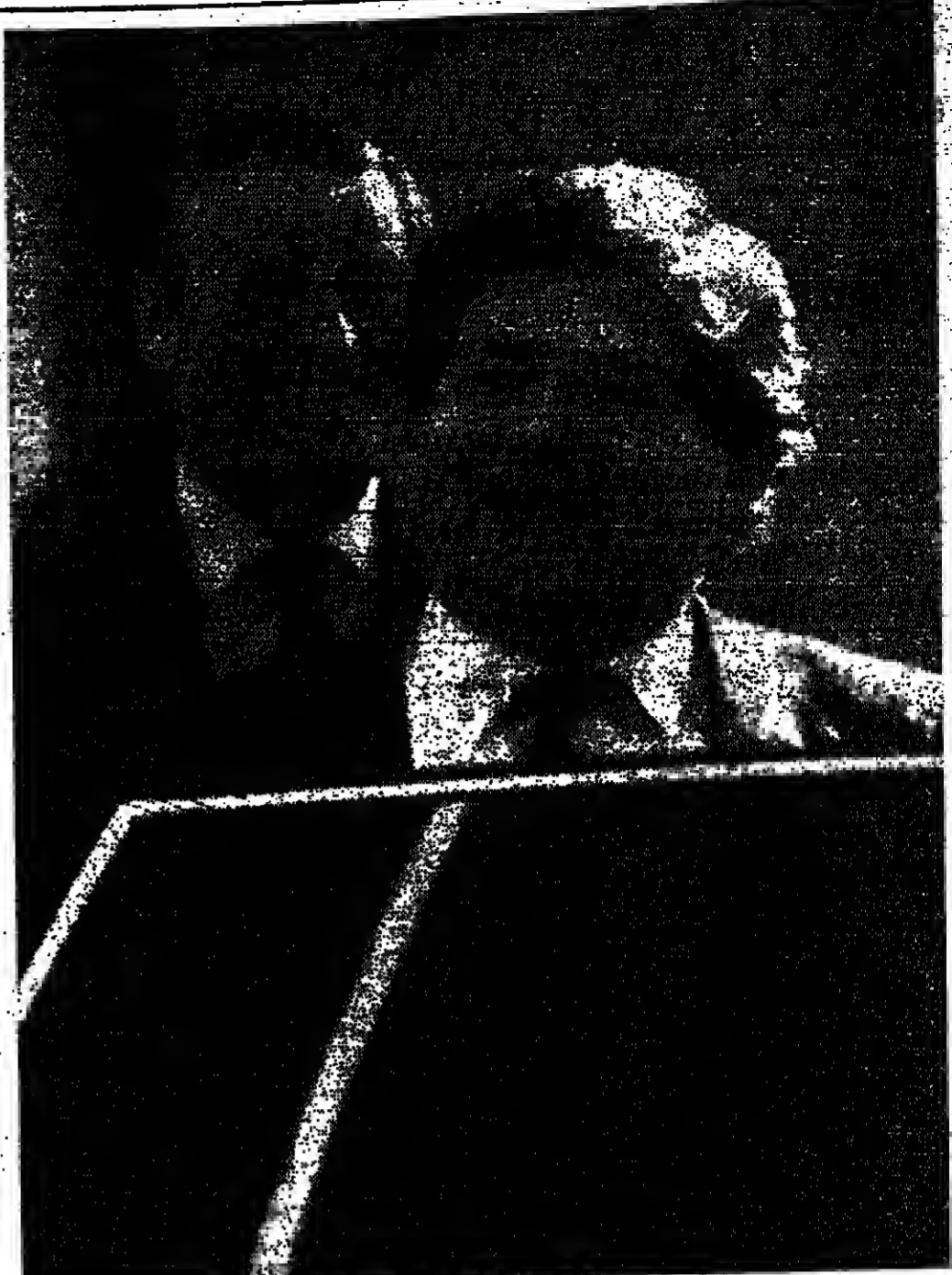
The 1992 programme for a barrier free European internal market has given a major impetus to talk of more economic cohesion.

It was, by any yardstick, a remarkable achievement. After 1987, when, through support for the dollar, central banks funded anywhere between \$60bn to \$140bn of the US current account deficit on the balance of payments, they scraped by last year with a contribution of less than \$10bn to the funding of excess US consumption.

However, the central banks' success last year has to be qualified, and not just in the light of recent dollar strength. It could not have happened if the international investment community had not decided, as it did in the second quarter of last year, that the dollar had bottomed-out and that their dollar portfolios should once again be bought.

Between April and June, the move into the dollar happened with a speed unparalleled in recent times: \$41bn flowed into the US in the form of direct and portfolio investment. Over the next six months foreigners committed another \$31bn to the US.

Central bankers, who operate their government's policies, are now beginning to question the wisdom of pursuing exchange rate objectives which have little little support in the industrial nations.



Mr Nigel Lawson (pictured after a G7 meeting in April) has rejected the idea of union

much talk of a "tri-polar world" centred on the EC, Japan and the United States.

Canada, meanwhile, is determined to keep the floating exchange rate system that has served it well for 54 years so

far this century. This is despite conducting 80 per cent of its trade with the US and concluding the US-Canada trade agreement, which will eventually eliminate all duties on bilateral transactions between the two nations.

Simon Holberton assesses the role of the central banks

Testing the limits after a year of qualified success

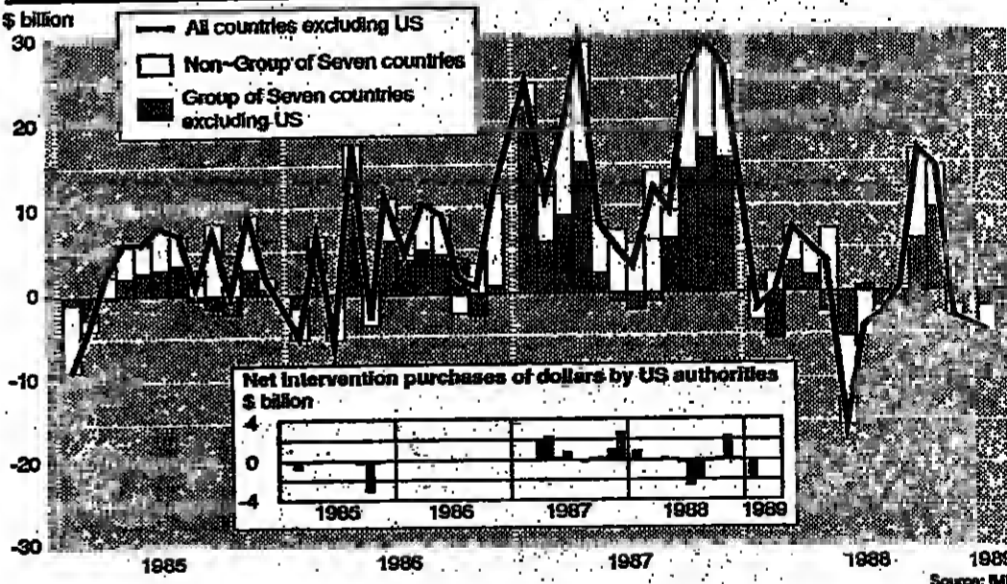
CENTRAL BANKERS live mostly for the moment. So with the dollar having recently surged above its desired level against the Deutsche Mark and the yen, the central banks' success in managing currencies last year appears just cold comfort.

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Major industrial countries: changes in foreign exchange reserves



The UK authorities know it; so does the West German Bundesbank. Both countries were forced, throughout the course of 1988 (and for the Bundesbank, into 1989 as well), to raise domestic interest rates to support the value of their currencies.

In their exchange market operations the central banks are in the business of dealing at the margin and up until recently they have been doing it extremely successfully.

At the operational level, the process of concerted intervention usually proceeds, according to one participant, with a telephone call (usually) from the Bundesbank. The Bundesbank is the key here, because of its linch-pin role within the European Monetary System which allows it to judge the consequences for the exchange rate mechanism of intervention.

these days. And their show of unity has had, until recently, a fair share of success. For almost the past year they have been successful in keeping the dollar in a range of around DM1.70 to around DM1.90, although not even the collective will of most European and North American central banks acting in concert could hold the line against the market.

Still, as Mr George Magnus, international economist at S.G.Warburg, the London-based securities house, says: "Without question, the central banks collectively have advanced a long way up the learning curve when it comes to managing the foreign exchange market."

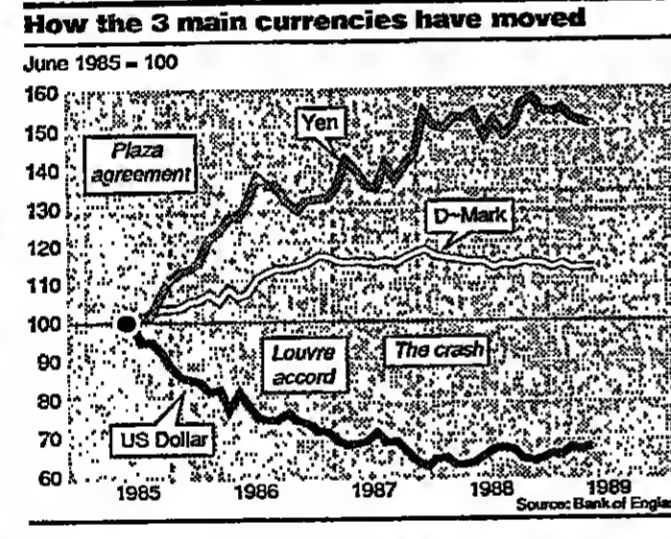
A recent analysis of developments in the foreign exchange market by the International Monetary Fund concurs. It gave pride of place to the new found spirit of co-operation that exists among the Group of Seven leading industrial countries. The origin of this co-operative spirit is, the IMF said, the Louvre Accord of February 1987 and the ways it has been given effect by the G7 central banks.

ness of official exchange rate objectives.

"The process of intervention has also received a boost from the US Treasury, an institution not known for its wholehearted support for exchange market intervention. Last October, in its six monthly report to Congress, the Treasury changed its line and highlighted the increased market sensitivity to and awareness of official intentions.

"Key to the growing effectiveness of G7 co-operation on exchange rates is precisely that it has reflected close consultations and specific understandings on objectives and responsibilities," the Treasury said.

THE DOLLAR Policies of G7 and Fed are the key pillars



cratinates, however, two bodies do have policies which impress the market, and which combined to support the dollar: the Federal Reserve and the Group of Seven. The Fed has stuck stubbornly to its policy of gradual deflation, and the fact that it is publicly criticised by the Republican right, and subjected to anxious appeals from the President himself,

logical trading is generally discussed in terms of a vitally contest, in which the market "tests the resolve" of the central bankers - bridge players might call this a "discovery play", which would sound less aggressive. A rise in the dollar is treated as a victory over officialdom.

During early May, the authorities tried to cover their embarrassment with a series of public statements of unconcern: each apparently complaisant word drove the dollar up another yen or so. The market would be much more likely to stabilise if the central bankers sounded worried.

None of this, however, accounts for the persistent strength of the dollar throughout 1989. The explanation is certainly to be found in the policies of the Federal Reserve: whether this justifies praise or blame is partly a matter of prejudice and partly a technical question.

The case in favour of the Fed is simple: its policies have been steadily applied, and have

Each of the authorities' apparently complaisant words drove the dollar up another yen or so

makes its resolve look more impressive. Most important, of course, the policy entails relatively high interest rates.

The combination of these high rates with the semi-secret target zones for exchange rates adopted by the Group of Seven, and supported by heavy market intervention, is a virtual guarantee of a strong dollar.

Unfortunately this perfectly

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A play with no script

Continued from previous page ing of the annual US current account deficit to around \$150bn by the end of this decade, and warned of the dangers implicit in the ever-greater accumulation of indebtedness by the world's leading industrial nations.

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FOREIGN EXCHANGE 4

THE EMS

Flexible and robust

IT HAS become a tired cliché, but the European Monetary System, 10 years old this year, does seem to have achieved the aim of creators and become a "zone of currency stability".

This month, the EMS celebrates the 27th consecutive month of relatively trouble-free operation, a period of stability equal only to that between March 1983 and July 1985. Against all the predictions of analysts a year ago, the maximum and minimum variation of the currencies within the exchange rate mechanism (ERM) of the EMS have not been realigned since January 1987.

Although strains appeared, serious tensions in the system have been limited, for three main reasons

First, the EMS is at its most vulnerable when the dollar is weak and the Deutsche Mark, the anchor of the EMS, is strong. Over the past year that relationship has been reversed. The dollar has been generally strong, while the D-Mark has tended to be weak. This has been reflected in a changed use of the D-Mark for purposes of intervention to maintain the stability of the EMS. During 1988, the Bundesbank allowed net DM11.4bn purchases in support of the D-Mark. This compares with net sales of DM29.7bn in 1987, when the D-Mark was relatively strong.

those of France and Italy was the smallest since the early 1970s, two percentage points. In the case of France and four percentage points in Italy's case. This convergence has helped underwrite the currency parities in the ERM.

Third, there has been greater co-operation between the monetary authorities of the ERM countries, especially on exchange market intervention and the manipulation of short-term money market interest rates.

Signs of tension in the Franco-German axis have emerged, however. Suggestions of a realignment of the EMS have been strongly rebutted by the French. In the pursuit of their franc forte policy, they have said they would only agree to a change in parities if the franc was realigned along with the D-Mark.

But if the past 18 months or so have been characterised by an unusual degree of stability in the EMS, then upcoming events may well test it. There is the question of enlarging the membership of the EMS, to take in Spain and possibly Portugal and Greece as well, together with a planned re-weighting of the constituent currencies of the European currency unit (Ecu) around September.

According to Mr Gerald Holtman, international economist at Shearson Lehman Hutton, the US securities house, Spain is expected to set a date this year for its entry into the EMS. Mr Felipe Gonzalez, Spanish prime minister and current president of the Euro-

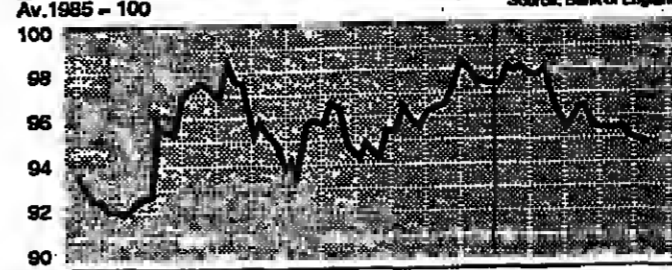
pean Community, is a known supporter of closer European monetary co-operation. Mr Holtman expects Spain to enter the ERM with wider bands of permissible exchange rate fluctuation than most currencies in the ERM are allowed to fluctuate 2.4 per cent either side of a central rate, with the exception of Italy which is allowed a 6 per cent margin. Spain may enter the ERM with a 4 per cent band either side of its central rate.

IF 1988 was the year when sterling was in the ascendancy, 1989 could be the year of a less-than-peaceful fall from grace. The pound's climb during the second half of last year set ever more uncomfortably with a rapidly deteriorating trade deficit and worsening inflation outlook. In the minds of many financial analysts, the question now is, not whether it will fall, but when and by how much. The paradox is that the high exchange rate remains the cornerstone of the Government's anti-inflationary strategy. Mr Nigel Lawson, the Chancellor, has repeatedly warned that, in current circumstances, a depreciation would be intolerable. The result has been large-scale Bank of England intervention and the constant threat of a rise in interest rates.

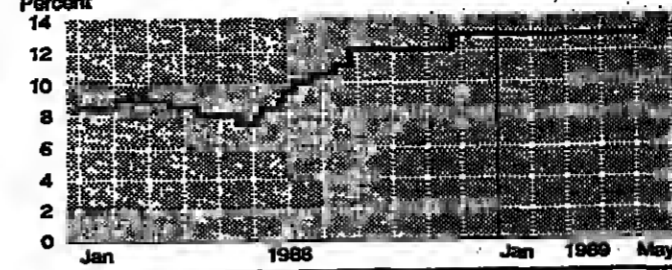
STERLING: the question may not be whether it will fall, but by how much

Mr Lawson's paradoxical tightrope

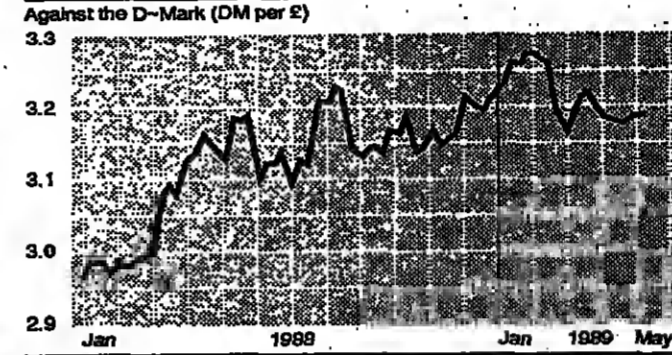
Sterling index



UK banks' base rate



Sterling



keep the pound within its unofficial range against the Deutsche Mark. There was also strong favourable sentiment towards sterling. "Britain is back" ran the headline on Fortune magazine in May. The apparent success of Mr Lawson's economic stewardship encouraged sterling buyers. At the same time, the buoyancy of UK industrial competitiveness encouraged the view that a higher pound was sustainable. From March last year, the

Bank of England's trade weighted sterling index rose from below 98 (1985=100) to more than 98 in mid-May. Against the D-Mark, sterling jumped from less than DM3 to almost DM3.19 in the same period.

Confidence in sterling is continuing, too - albeit waning. The Government's rhetoric that interest rates will be kept as high as necessary for as long as necessary is believed in financial markets. The March budget was also favourable received with the tight fiscal stance and measures to promote personal sector savings clearing a path for the

However, the Government says it will seek to avoid a disorderly decline. Mr Lawson is right, a slowdown will soon become apparent. Interest rates need not go as high as necessary, and sterling could start to weaken. But it is a narrow tightrope - and the costs if the pound starts to wobble prematurely could be high.

Mr Lawson is right, a slowdown will soon become apparent. Interest rates need not go as high as necessary, and sterling could start to weaken. But it is a narrow tightrope - and the costs if the pound starts to wobble prematurely could be high.

Among them, zero cost options have been particularly popular as a hedging instrument, while a variety of combinations, such as options combined with warrants, have in turn increased trading in the underlying currency for hedging purposes.

JAPAN: the Tokyo market is now the world's second biggest

Portfolio-power provides lift-off

A SURVEY conducted by nine major central banks is expected to show that Tokyo has replaced New York as the world's second largest foreign exchange trading centre, in terms of daily turnover. In doing so, it is following in the footsteps of the Tokyo Stock Exchange and the government bond market, in overtaking in size their counterparts in New York.

Financial corporations have become the biggest participants. Their dollar investments, saw the need to invest in foreign securities in order to cover currency fluctuation losses. This, in turn, led to their increased participation in foreign exchange trading.

Among them, zero cost options have been particularly popular as a hedging instrument, while a variety of combinations, such as options combined with warrants, have in turn increased trading in the underlying currency for hedging purposes.

The start of a new financial futures market in June, however, will add extra sophistication to the market by extending the possibilities for arbitrage. The new futures market will trade interest-rate and currency futures.

PROFILE: UEDA TANSHI

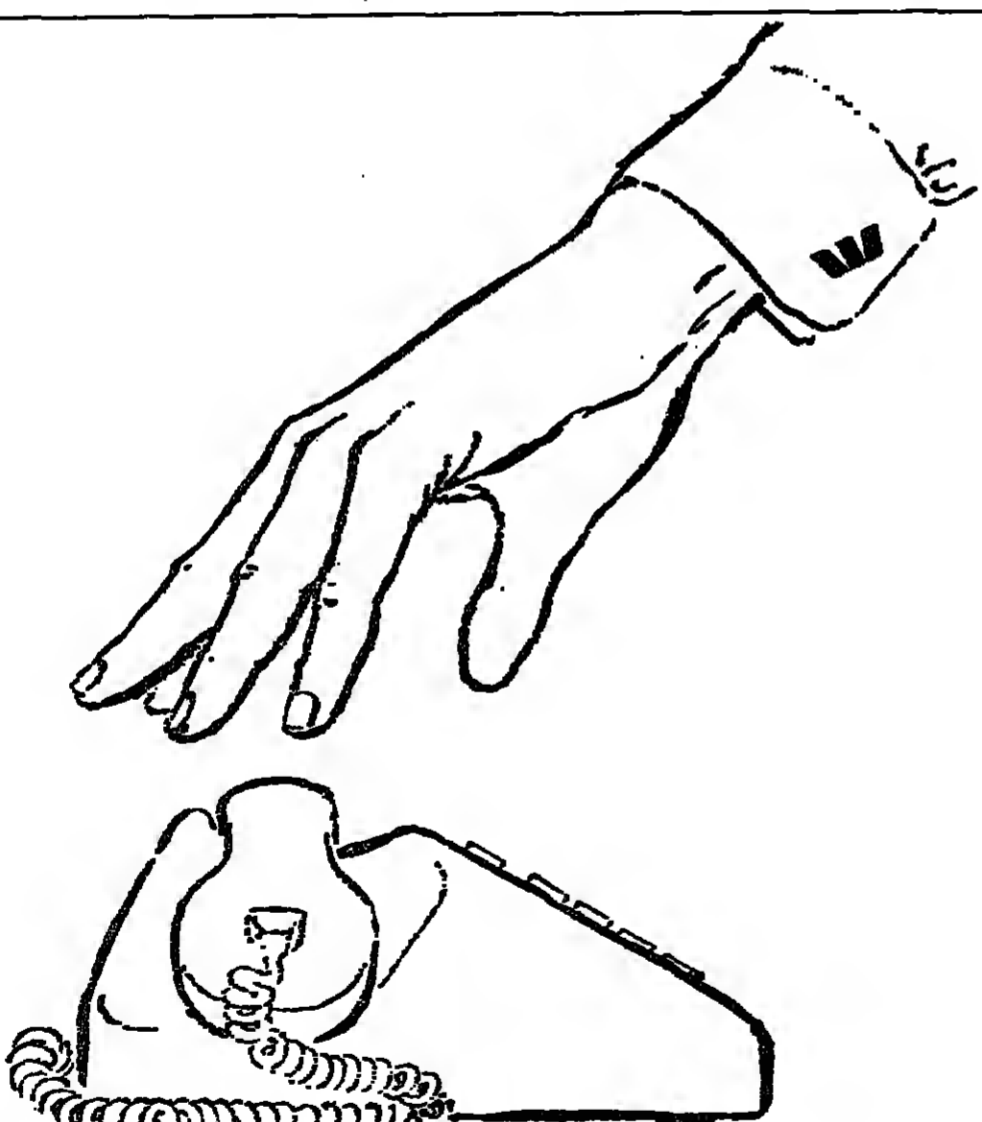
Abreast of new products

UEDA TANSHI has come a long way from its humble origins as a money broker in Osaka 70 years ago, diversifying into Eurodollar deposits, foreign exchange, swaps and "swaptions".

Ueda Harlow, in which the ratio is 74:26 in favour of the Japanese partner. Neoyuki Kimura, Tokyo-based director of Ueda Harlow, says Japanese banks are sensitive to the ownership of brokers they deal with.

Through a subsidiary, Exco established its own broking arm in Tokyo back in 1978, but quickly realised that its market share would never increase much. As a result, it looked for a Japanese partner.

Liberalisation has created new opportunities. have a close relationship with tanshi in the money market. That was why London brokers Exco and Marshall had to abandon plans a few years ago to break into Tokyo on their own, he says.



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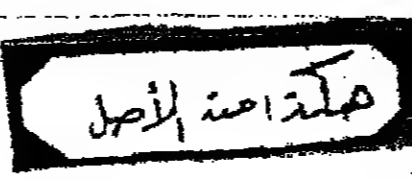
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FOREIGN EXCHANGE 5

WEST GERMANY: some bankers think Frankfurt has been eclipsed by Singapore

Disillusionment after lost opportunities

WEST GERMAN foreign exchange dealers can be excused for feeling confused.

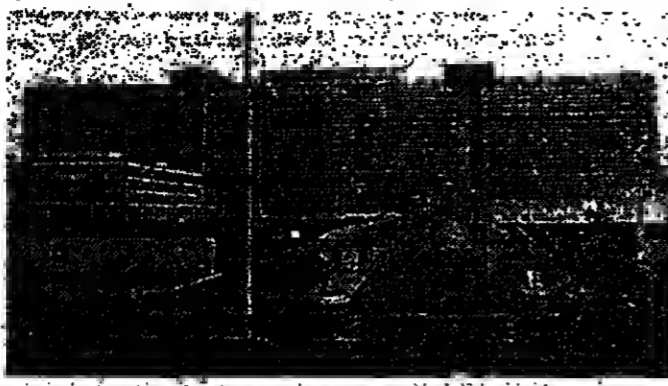
Neither the surprise half-percentage point rise in key domestic interest rates in April, nor the planned abolition of the country's 10 per cent withholding tax on most savings and investments, announced soon afterwards, has had the expected effect in bolstering the Deutsche Mark.

However, as the dollar surged through the DM1.90 barrier early this month, it was at the Bundesbank that the sense of disappointment was probably felt most deeply in view of its apparent inability to buck up the domestic currency.

After springing the shock interest rate rise, central bankers had been hoping the D-Mark would move above the depressed levels seen during most of this year, helping to choke off the inflationary tendencies that were one of the main reasons behind the rates increase.

The Bundesbank may have caught the market completely by surprise, triggering heavy losses in the treasury departments of some banks in Frankfurt, home of the German forex market; but its move has not helped to stop the dollar edging up further in recent weeks.

How long such dollar strength can last remains to be seen. After negative inflation in 1987 and a 1.2 per cent rise in prices last year, inflation is widely expected to reach 3 per cent this year. The pessimists, looking at oil and commodity prices, are already talking about a 4 per cent climb.



What the Bundesbank does now is a main talking-point

That could trigger another bout of interest rate rises by the Bundesbank, although such a step will probably be more difficult to push through than the April increase, which is widely believed to have been prompted by the bank's regional bosses despite reservations from some of its senior directors in Frankfurt.

"There were no differences between members of the central bank's council on the need for a rise in interest rates," says one close observer. However, the question of timing was probably much more contentious, with some council members probably arguing for a few weeks' delay.

What the Bundesbank does now is one of the main talking-points in the German market, as dealers watch the dollar gain strength. But, arguably, a number of even more important and longer-term issues are affecting the structure of the German forex mar-

ket more than the pre-occupation with the strong dollar and weak D-Mark.

The first involves the standing of the Frankfurt market as a whole. Though it is still one of the world's key foreign exchange trading centres, some bankers think it has been eclipsed recently by Singapore, which has surged into fourth place behind London, Tokyo and New York. Quite where Frankfurt now ranks is a moot point, with most bankers hedging their bets and placing it alongside Zurich and Hong Kong, although many still believe it is a nose ahead.

The Frankfurt scene has been affected by a variety of factors. Notably, there has been a general sense of disillusionment, following a string of lost opportunities in developing the city further as a financial centre. The failure to abolish the stock exchange turnover tax, and more recently, the sorry episode of

the withholding tax, which was introduced in January and is to be removed in July, have starkly illustrated the Bonn government's failure to get to grips with the needs of the country's financial community.

Though the securities markets have been most hurt most, the uncertainty over government policy has, arguably, touched the forex side, too. For example, the huge downturn in foreign purchases of German federal government bonds, where foreigners once took up to 80 per cent of each monthly issue, has undoubtedly affected forex trading volumes.

As with the relative stability of the D-Mark in the first three months of this year, banks' forex trading profits have been partly compensated by a shift to other markets, notably higher interest rate currencies such as the Australian and New Zealand dollars, the lira and the Danish krone. Nevertheless, the first quarter of 1989 was "not especially profitable", according to one forex executive.

Admittedly, there is no sign yet of a decline in long-term foreign interest in the D-Mark as a *de facto* reserve currency. Recent figures from the Bank of International Settlements show that the Eurocurrency deposit market - more than twice the share held by sterling, and third only to the Eurodollar and Euroyen.

However, the withholding tax affair, and the effect of rising interest rates on the profitability of some foreign financial institutions in Germany,

may already be showing in terms of the number of participants in the Frankfurt forex market. New banks are still coming to Frankfurt, but there have also been a number of departures, particularly among US institutions. "I'd say there are more closing than opening," says one senior dealer.

A second factor, to which non-German banks are particularly vulnerable, is the undoubted growth of skills among both German corporates and banks on the foreign exchange side. In the past, forex trading was one of the key niches in which a big foreign bank - notably those from the US - could make a mark in the otherwise very competitive German banking scene.

Institutions like Citibank, Morgan Guaranty and Chemical Bank in particular have highly effective forex operations in Frankfurt, supported by keen quotes, good marketing and often sophisticated new products. These have opened many doors to corporate business that might otherwise have been turned away.

How much ground the big German banks have made up in the past two years, in terms of the skill of their forex departments, is debatable. Most US bankers still claim to be some way ahead, especially on innovative products like options. But the fact that many leading domestic houses have made up ground is indisputable.

"Many German banks have undoubtedly compensated for their former deficiencies. As their customers can no longer see the deficiencies, they no longer have to turn to others," says one senior German bank executive tersely. As far as treasury products are concerned, the foreign banks "have clearly lost market share vis-à-vis their German rivals," he reckons.

That view may apply especially to more sophisticated "financial engineering" products, which involve combining a group of techniques like interest-rate swaps, caps and foreign exchange transactions.

"Up to two or three years ago, we were still half a light-year away," says one German bank treasury chief. "But we have really caught on."

major brokers." Yet some believe that global consolidation may leave room only for small niche players and the biggest worldwide players.

"The tendency is for people to reduce the number of brokers to which they speak," says Mr Goddard. "A number of banks are quite aggressive in looking for overall reductions in their broking bills."

Brokers offer volume discounts that extend across many product lines, creating an incentive to shift business to fewer firms. But, for now at least, Tokyo has not gone through a major retrenchment.

Seth Sulkin

There is still a lot of business to support eight major brokers.

"There is still a lot of business to support eight

Haig Simonian

PROFILE: ROLF WILLI

Old-hand counsellor

AFTER performing his first official duty - leading the West German delegation at a ground-breaking Soviet-West German foreign exchange traders' meeting in Moscow in April - Mr Rolf Willi, the newly-appointed president of the German "forex club", has had time to cut his teeth on his new responsibilities.

Running the club, which is the national branch of the long-established Association des Cambistes Internationaux (ACI), will be a substantial extra burden on an already busy schedule.

But Mr Willi, a tall, imposing 45-year-old, who speaks flawless English, is probably accustomed to the international round. A regular speaker at financial conferences, he is as well known as an authority on gold and precious metals as on forex exchange.

In that respect, Mr Willi, who was promoted to senior general manager at Dresdner Bank, Germany's second biggest bank, at the start of this year, follows a notable line at the bank. Although overshadowed in size by Deutsche Bank, it maintains an enviable reputation as the country's premier trading house.

Perhaps it is his long experience at the bank, where he has worked uninterrupted since 1957 - apart from a 2½ year break in the 1960s, gaining experience abroad - which explains his emphasis on the educational and counselling sides of his new positions, both at the forex club and in the bank as a whole, where he is responsible for forex trading and treasury, as well as financial innovation.



Rolf Willi: must guide potential recruits in the right direction

"It's not just a social club," he points out, explaining the ACI's long tradition, compared with more recently created international traders' groups, like the International Association of Bond Dealers or the International Swap Dealers Association. Mr Willi already has his work cut out arranging one of this year's three "international junior forex" gatherings for younger dealers, which is due to take place at Bad Soden, near Frankfurt.

That meeting, just like the annual get-togethers for younger dealers, arranged annually by each club at national level, is a serious affair, rather than just a

chance to down a few beers. These will be training courses, and guest speakers from commercial banks and even the Bundesbank. Clues to the timing of the next central bank intervention are not expected to be on the agenda, however.

Mr Willi, who was elected in March and will hold the president's chair for the next five years, clearly takes his responsibilities seriously. The, no doubt, partly reflects the continuing tendency of German bankers to think of their jobs in somewhat longer terms than their job-hopping foreign counterparts.

Recent developments, like the Delors Committee Report on economic and monetary union in the European Community, have spotlighted the debate about the future of foreign exchange trading, especially among more thoughtful young recruits. If all EC member states eventually move to a common currency, "there would no longer be many currencies left to convert," jokes Mr Willi.

The likelihood of forex traders being thrown on to the street in droves is still a long way off, but Mr Willi emphasises that initiatives like the Report are carefully considered.

After all, he notes thoughtfully, it is old hands like himself who have to answer the questions of young trainees who, touring various departments of the bank, might ask themselves "whether there will still be such a job as that of a forex trader in x year's time, and whether it is worth

going through the long training required."

The German forex club may not be able to provide all the answers, but it is up to Mr Willi and his four colleagues on its board at least to guide potential recruits in the right direction.

For those thinking shorter term, the club exists to stimulate contacts between dealers, and to act as an effective monthpiece for the market, vis-à-vis institutions like the foreign department of the Bundesbank, on questions of market practice or new rules.

But with glasnost in the air, will the contacts involve closer links with the Russians, too apart from more obvious commercial partners in Europe and the US?

The idea of staff exchanges between German and Russian banks, put forward by the German side at April's meeting, was warmly received, but ran aground on the problem of staff shortages on the Russian side, says Mr Willi. But a return visit by a Russian delegation to Germany is on the cards, he thinks.

What of the Russians' reputation as some of the world's canniest traders? "They have some natural advantages," he says, thinking principally of the gold market. After all, as one of the world's largest gold producers, Russian dealers are not thought to be particularly hindered by insider trading rules, and Chinese Walls belong on the other side of the border.

Haig Simonian

Ueda Tanshi's joint venture

Continued from previous page anything. Foreign banks think silence indicates 'yes', while Japanese banks think silence indicates 'no', he says.

Mr Goddard hopes the Tokyo International Financial Futures Exchange, due to open next month, will encourage Japanese banks to move further into the use of off-balance sheet products. The exchange, which has been developed by the Japanese banking industry, will initially trade futures on three-month yen and dollar deposits and the yen-dollar exchange rate.

"Japanese banks form the largest single block of customers in the money market area," he says, and, given the worldwide state of trading, Tokyo is likely to provide the most potential for continued business growth.

Mr Goddard of Mitsui AF, concurs. He estimates that, while brokers handle almost half of traditional businesses like spot forex and deposits, their share of newer products, such as caps, floors and the hybrid "swaps", may only be 10-20 per cent. The rest is being done directly between

banks, which Mr Goddard hopes will decline as Japanese institutions become more sophisticated in the use of the latest asset/liability management techniques.

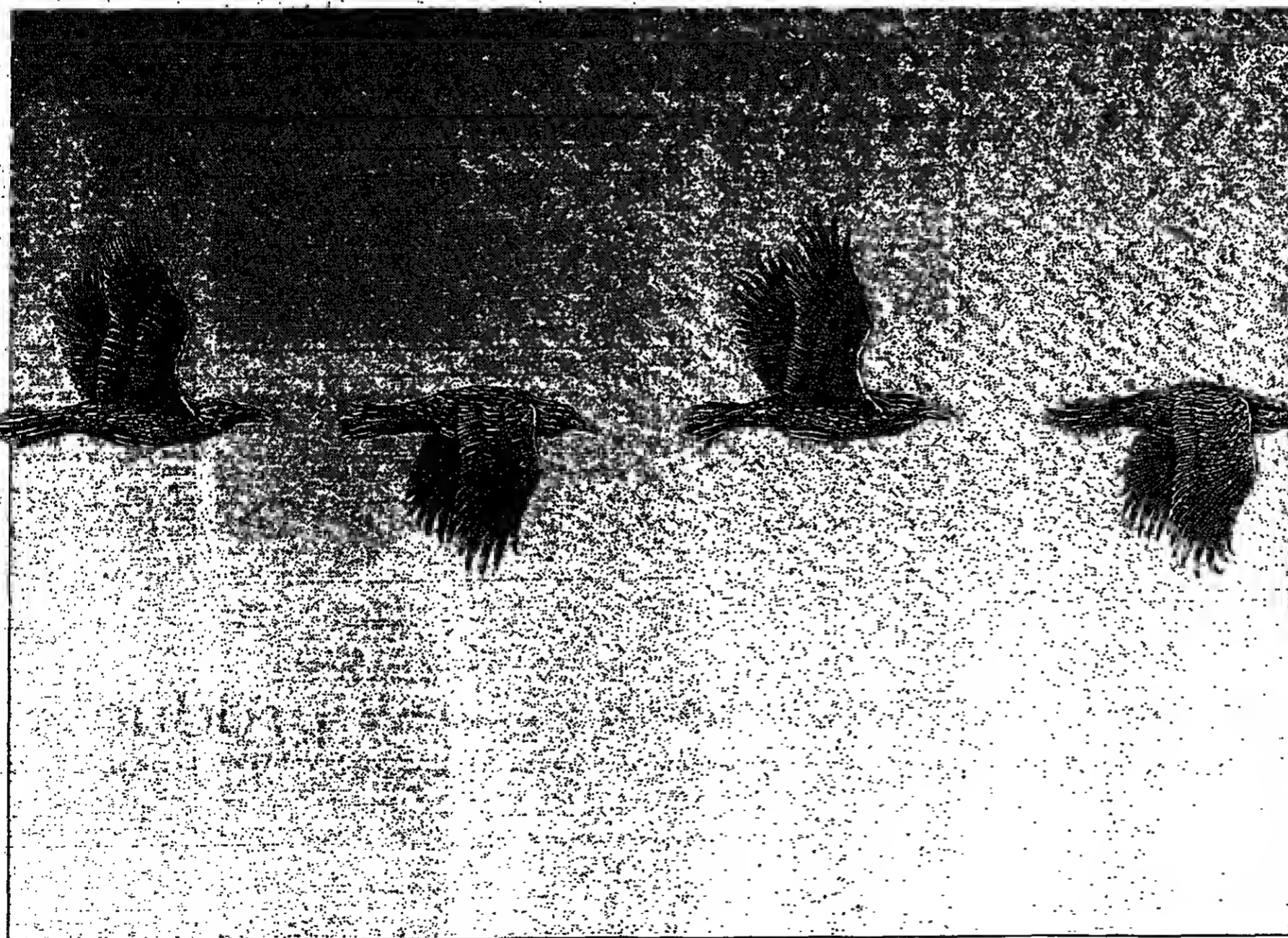
"Japan is an odd market," says Mr Goddard. "There is still a lot of business to support eight

'There is still a lot of business to support eight major brokers'

Seth Sulkin

Haig Simonian

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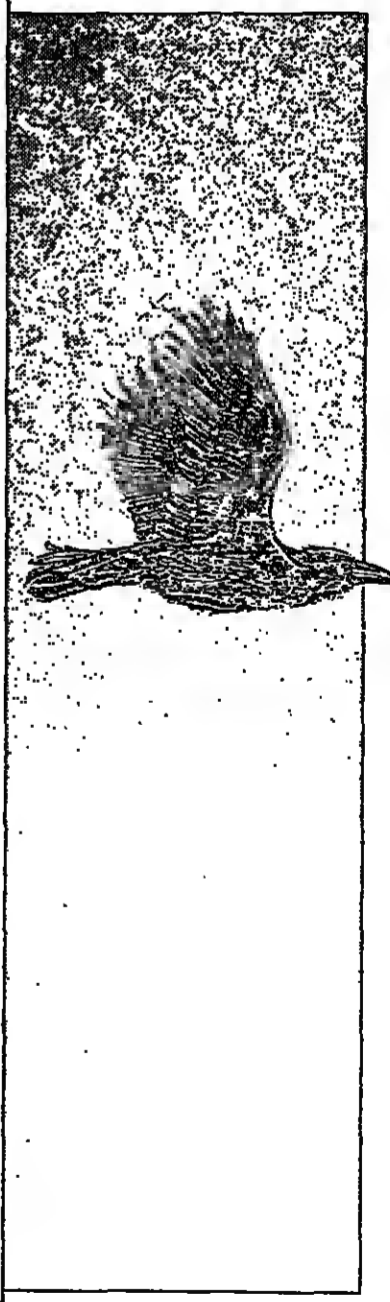
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FOREIGN EXCHANGE 6

HIGH-YIELDING CURRENCIES: business is returning to the US dollar and Europe Sound economy should assist the peseta

LAST YEAR was the year of high interest yielding currencies when players on the foreign exchange markets turned to some of the world's less fashionable currencies in search of a promise of high-interest returns and steady appreciation. The major beneficiaries were the Australian, Canadian and New Zealand dollars, and to a lesser extent sterling.

In contrast, the recent relative decline in some of the high-yielders, in particular the sharp fall in the Australian dollar in February, means 1988 is seeing some of that business return to a US dollar drawing strength from rising domestic interest rates, and some transferred to a few peripheral European currencies, like the Spanish peseta, Italian lire and Danish krone.

Crucially, the Spanish authorities feel content at present to tolerate a firm currency. "The peseta is no longer regarded as an exotic currency; people trade it in reasonable volumes," says Ken de la Salle, of National Westminster's forex department.

Similarly, if less colourful, picture can be painted of the Italian lire and the Danish krone. Both are backed by high interest rates and strong economic growth. However, they are also subject to central bank control within the European Monetary System (EMS), which to an extent limits the profit-making potential for speculators.

Yet the cover of relative exchange rate stability provided by the system - and the peseta may join the EMS in September - is becoming an attraction in its own right, particularly to those players in the forex market which suffered with the falling Australian dollar.

"If you go for a high-yielder that is appreciating fast, you run the risk of the currency dropping before you can transfer your investments - as happened with the Aussie dollar," explains a London forex dealer. "So you look for a currency that enjoys relative stability and offers a decent yield."

It was the sharp decline in the value of the Australian dollar in February which has forced the forex market to reassess its attitude to high-yielding currencies. As one dealer said: "The Aussie dollar's fall put a health warning on other high-yielding currencies. Suddenly, everyone remembered why they were in the high yielders - because of the high risk."

Throughout last year, the Australian dollar had been the most attractive currency in the international forex markets in pure yield terms. Then in February the Australian dollar had overheated and the central bank sold the dollar as it fell, and with the finance minister also taking the currency down, the authorities made it clear that interest rates would rise no further.

HEDGING

It's cash that counts

THE LAST 12 months have seen a reining back in the achievements and ambitions of the players in currency hedging. Stunning profits made by Bankers' Trust, the sixth largest bank in the US, in the autumn of 1987 were subsequently overshadowed by the revelation that it had little idea of how they had been generated.

Explanations vary. Optimistically-inclined dealers argue that the industry is cyclical. They predict its eventual emergence from the current trough, pointing to the rise in concerted central bank intervention to stabilise currencies and pin the blame on the consequent low volatility.

But harder heads argue that some changes are not part of a cycle. There are fewer new entrants, and the old ones now understand the technicalities of hedging. Banks and all increasing number of corporations, especially in the US, know what they want from hedging and are beginning to understand how to get the best deal.

Growth has slowed since 1987, when turnover expanded 30 to 40 per cent

per cent of forex hedging is done in cash spot and forward markets. Of the remainder, 95 per cent is in the options market, leaving only an apparently tiny proportion of the business to the exponents of swaps, swaptions, compound options (options on options), look-back options and other such exotica.

Mr Kees Scholtes, a director of Warburg & Co, says that 95 per cent of the business is done in cash spot and forward markets. Of the remainder, 95 per cent is in the options market, leaving only an apparently tiny proportion of the business to the exponents of swaps, swaptions, compound options (options on options), look-back options and other such exotica.

The key to profitability in the currency consultancy business is added-value

exchange is increasing in range of tradable currency options, with interest spread instruments between various European currencies and the dollar, and is considering a one-month Eurodollar futures instrument.

CHARTISTS have entered a new age with modern technology

Imprecise, but even central banks listen

A FOREIGN exchange dealer at a leading City institution was on to a winner recently. Throughout the morning he had watched sterling move in relation to lines plotted on his hi-tech multi-colour video screen. Each time it touched the pink line, he noticed, sterling would jump half a cent before falling back. All he had to do was buy pounds as it approached the line, and sell shortly afterwards.



Simon Crane: to work with two tool-boxes

ment. If everybody says \$1.67 is a support level, then when sterling breaches that, it will come down," said Mr Brett. To the chagrin of many practitioners, chartism is surrounded by mystique; an impression that it can be likened to analysing chicken entrails or the prophecies of Apollo. In practice, however, it involves applying straightforward principles to recent currency movements with the aim of determining the future direction of exchange rates and speed of changes. There are no completely right answers, of course, but nor are there in fundamental analysis.

The difficulty is trying to explain why chartism should be expected to work. The basic assumption is that all known information is incorporated in the last dealt price of a currency. Therefore analysis of where an exchange rate has been will provide signals about where it is going.

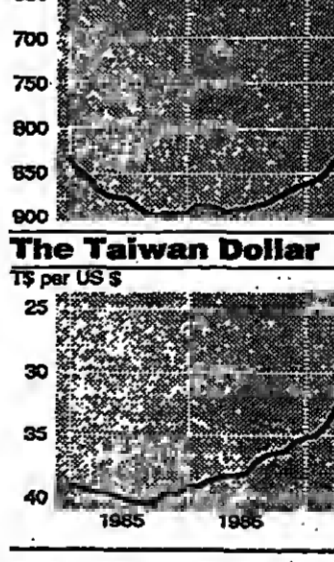
There are other chart formations analysts look for - wedges, triangles, flags, pennants are just some. Each has a different interpretation. Mathematical patterns include Fibonacci sequences, in which each value is obtained by adding the two previous numbers.

that is, deciding which will eventually check movements in a currency. In stable trading conditions, the weakest resistance point could hold sterling down. In more volatile times, it could plunge through several support levels before stabilising.

Ralph Atkins

THE LITTLE DRAGONS

Candidates for the US blacklist



THESE LITTLE dragons of east Asia - Taiwan and South Korea - have a fight on their hands. And since they are up against the might of the US and the weight of the dollar, they have sensibly eschewed fire-breathing tactics.

meanwhile, demand for higher wages, fuelled by inflation, while productivity is slowing, thus leading to a surge in unit labour costs. Rapid appreciation of the won, combined with these factors, could exacerbate Korea's loss of competitiveness, according to Mr David Shaip, Pacific region economist with UBS Phillips & Drew.

DRIVING THE WHEELS OF INDUSTRY. Banking advice and service is as much of a key component in industrial performance as raw materials or engineering skill. And, as with more familiar components, there are essential qualities necessary for a bank in industry.

There have been skirmishes in the past three years as frustration has mounted in the US at the lack of progress in ending the trade deficit. Things are now coming to a head under the Super 301 provision of the 1988 US Trade Act.

South Korea and Taiwan, along with Japan, are potential candidates for the blacklist. With this threat in mind, both have been allowing their currencies to appreciate further this year - Washington has been conducting separate currency talks with Taipei and Seoul, parallel to the main trade investigation.

allow five state banks and a rotating group of local and foreign banks to determine the daily rate, instead of the central bank. Scenarios say the authorities still wield effective power through the atata banks, and that trading is actually less transparent than before. But the US administration finds such signs of change encouraging.

Taiwan has come a lot further than Korea, said one official. "It has a foreign exchange market, even though the central bank sometimes accounts for 60 per cent of transactions. In Korea, the Government just says: 'This is the exchange rate, take it or leave it.' And capital flows are even more tightly controlled than in Taiwan."

HENRY ANSBACHER & CO. LIMITED. ONE MITRE SQUARE, LONDON EC3A 5AN. MEMBER OF THE SECURITIES ASSOCIATION

Alison Maitland

FINANCIAL TIMES SURVEY



Solidarity members who have served time in prison for their union activities are now helping to

decide Poland's future: John Lloyd and Christopher Bobinski look at the exhilarating prospects of progress in a country that has been a battleground for the past decade

On the verge of a new era

THE POLISH people are now in the vanguard of reform in Eastern Europe. On June 4, the first partially democratic elections in a communist state will pit communist candidates against other political forces; with the likelihood that many will lose.

In this round, the Polish United Workers Party has been canny enough to reserve a majority in the Sejm (parliament). Nevertheless the arena within which a genuine choice can be made will confer legitimacy on the victors, and is designed to be an antechamber to full democracy four years away.

The development comes, though, in the wake of the Gorbachev liberalisation in the Soviet Union and was coupled with the realisation by General Wojciech Jaruzelski's communist leadership that the only way out of a social, economic and political impasse was to reach accommodation with the opposition.

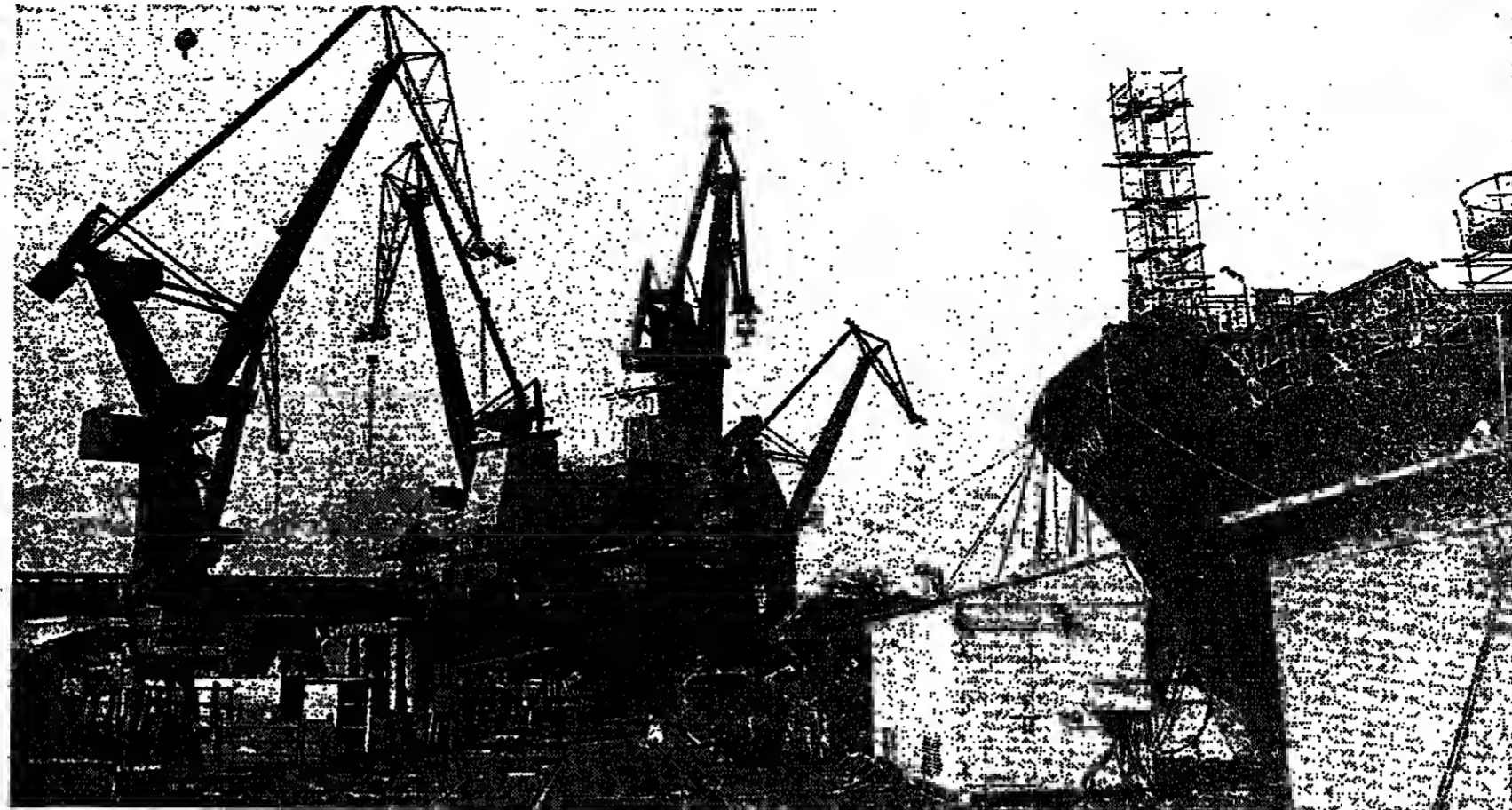
The elections themselves flow directly from the Round Table talks earlier this year, which saw — as Mr Lech Walesa, Solidarity's leader, put it — men and women who had recently been imprisoned or been covering under the truncheons of the Zomo riot police

sit down with government ministers and party leaders and agree a framework for change — one part of which was the legalisation of Solidarity, barred from exercising its function as a trade union since the declaration of martial law in 1981.

The concession came after scattered industrial unrest last year which unmistakably signalled a major strike wave: in the circumstances the authorities decided it was better to talk to Mr Walesa and the Solidarity organisation voluntarily, rather than have to negotiate under duress.

The Round Table accords also commit Solidarity — despite initial reluctance — to participate in this year's parliamentary elections. At first it was feared the decision to enter parliament was risking a fatal compromise with the system — but as the election campaign unfolds, Solidarity has come to view its future position in parliament as a crucial headhead in the struggle for change.

On June 4, Solidarity candidates will be competing for 100 seats in a new upper chamber — the Senate — with all citizens freely casting their votes for, and against communists and government figures such



Lenin Shipyard, Gdansk, birthplace of Solidarity. The yard is now to be part-leased to a businessman who says he will sack any worker joining a union

as the flamboyant foreign trade minister, Mr Dominic Jastrzebski. Crucially — and this was the cause of Solidarity's hesitation — the Round Table pact guarantees the communists and their allies — the Democratic and Peasants' parties — 65 per cent of the 460 seats in parliament and allows opposition candidates to contest the rest.

All the indications are that Solidarity will do very well in the poll, giving it a strong base from which to advance its programme. This includes a call to depoliticise the economy, allowing management positions to be allocated according to merit and not party allegiance — that is, the destruction of the *nomenklatura*. The movement will also support decentralising, market-oriented reforms and is firmly committed to budget savings, especially on the armed forces and police. It has, of course, not yet had to face the consequences of the reform it champions — such as unemployment, as loss-making factories close and priorities are shifted from heavy, energy-intensive industries to production of consumer goods.

At the same time, the Round Table talks showed there was much common ground between

Solidarity's approach — especially that of its neo-liberal wing — and that of the economic reformers in the establishment. It is not impossible that, in a shift of alignment, Solidarity could ally itself to the communist party's reforming wing in the next Parliament. But such an alliance will be embattled: for the reforms will continue to take place against a background of mounting inflation, threatening to nudge triple figures this year. Were an acceleration of price rises to come as a result of an attempt to cut subsidies on food prices — as senior officials have foreshadowed — then there is a real prospect of serious industrial unrest.

At the Round Table talks, it was with this in mind that Solidarity, against the wishes of its free market wing, urged on the government automatic indexation of wages to prices as a way of avoiding unrest against the vocal protests of many ministers and officials, the government agreed to a

formula under which 80 per cent of the losses from price rises will be made up by guaranteed wage increases.

The issue sparked off one of the first clashes between the rival union movements: the official OPZZ unions, who stand to lose by Solidarity's return, refused to agree to the formula and the dispute could fuel serious shopfloor rivalry in coming months — the more so since Solidarity is pursuing a moderate industrial policy, going out of its way to urge its supporters not to strike, but to concentrate on winning the elections and organising their union. Almost everyone, however, agrees that Poland's crippling \$39bn (\$24bn) foreign debt burden must be alleviated — and that new credits are essential to recovery.

Mr Walesa on his now frequent trips to the West never fails to make the point that Poland needs technological and financial support. Officials, too, repeat the litany that without new credits, reforms which are

being urged by the International Monetary Fund, of which the country is a member, stand scant chance of success.

The US — whose president, George Bush, visits Poland in July — will probably wait for evidence that the elections were conducted fairly before it takes any firm decisions on credits for Poland. Signals from other western countries have also so far been disappointing — but talks with the IMF and the Paris Club of western government creditors are due next. Next month's elections will also show how the government led by Mr Mieczyslaw Rakowski will fare. A considerable number of his ministers are standing and could well lose; for despite the seats guaranteed in parliament, contests will be taking place between party members.

Thus in Sosnowiec, in the industrial centre of Katowice, Mr Ireneusz Sekula, the deputy premier in charge of the economy, has been challenged by a

popular teacher who could pick up the anti-establishment vote. Others, such as Mr Mieczyslaw Wilczek, a private entrepreneur brought in by Mr Rakowski to head the ministry of industry, is racing against Solidarity for the senate in Siedlice province, where he founded his fur business.

The contests will thus be a chance to pass judgment on the government — though it is perhaps unfairly early for such a judgment to be made, since the Rakowski cabinet only took up the reins of power last autumn. Since then, it has passed a liberal foreign investment law, made it easier to set up in private business and removed any upper limit on the size of the private sector. Taxes on both state and private companies have been reduced, making it easier for state-owned companies especially to invest without looking to the government for funds.

This year, some 40 per cent of hard currency imports will be paid for by companies out of their own money, either earned through exports or bought at hard currency auctions. The foreign currency black market has been legalised and the number of investigations into company decisions cut.

An energy review is under

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KEY FACTS

| |
|---|
| Area: 312,683 sq km |
| Population: 37.8m |
| Prime Minister: Mieczyslaw Rakowski |
| GDP at market prices: Zloty 14,013bn |
| Real GDP growth: 1.9% (1988); S = Zloty 430.55; £ = Zloty 766.65 |
| Current exchange rates (May 1989): S = Zloty 729.05; £ = Zloty 1195.29 |
| Growth in volume of exports (1988): 9.3% |
| Growth in volume of imports (1988): 9.2% |
| Current account balance: -\$144m |
| Reserves excl. gold (1988): \$2,055m |
| Main export markets: EC 26.5%; USSR 24.8%; Czechoslovakia 6.0%; East Germany 4.2% |
| Main import markets: USSR 27.5%; EC 25.1%; Czechoslovakia 8.2%; East Germany 5.5% |
| Stock of debt: \$42,135m |
| Debt service: \$1,992m |
| Debt service ratio: 14.85% |
| All data 1987 unless stated otherwise |

way which could lead to a decision to stop building Poland's first atomic power station at Zarnowice and redirect funds into energy savings. Ambitious plans are afoot for the development of the overstrained telecommunications system and of the petrochemical industry. Coal output is likely to fall as the most serious loss-making mines are gradually phased out of production. Seen by many — perhaps most — Poles as the inheritors of a failed system, the Rakowski team is seen by the circle of foreign bankers, industrialists and diplomats who have been drawn into the debates on Poland's future as the best chance the country

Continued on Page 6

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POLAND 2

PROFILE: MIECZYSLAW RAKOWSKI

So much to do, so little time



Prime Minister Mieczyslaw Rakowski: under pressure

POLAND'S government faces intractable economic problems and constant pressure for immediate improvements in living standards. Small wonder then that Mr Mieczyslaw Rakowski, Prime Minister since last autumn, says his scarcest commodity is time. "I can't buy time anywhere - that's the drama we face," says the 63-year-old politician who made his reputation as a liberal when he edited the *Polityka* weekly up to the 1970s and lost it when he stayed in General Wojciech Jaruzelski's government through martial law after 1981.

"The economic situation is not good," he admits, pointing a picture of mounting shop-floor pressure on wages which the government is finding difficult to resist.

"The Round Table accord between the government and the opposition has had minimal influence in calming the mood. Mr Walesa's appeal for people not to strike have as little effect as mine do."

"Each week we pay out Zloty 90bn in wages for which there are no goods in the shops," he says, admitting that a recent pay settlement for coal miners which headed off a strike was inflationary. "Our energy system is coal-based and we faced the vision of factories having to stop production because of power cuts - so we gave in."

The Polish economy needs to be restructured if it is to expand, he says, but that means financial reserves which he doesn't have. So far the West has come up with little concrete support despite its praise for the Round Table accord. "The western promises so far come down to proposals to train our managers," he says, adding that Holland was the latest to assign \$1.5m to this end. Italy, whose president Francesco Cossiga visited Poland earlier this month, had been the only western country to "hold out its hand" but he declined to give details.

"I don't believe there will be large western credits, and above all I count on arrangements between Polish and western companies. He says referring to the recent opening of a furniture factory at Mosina, near Poznan. Here, the Swedish Ikea, which had arranged loans worth \$6m for modern machinery to be paid for in supplies of finished goods. "If there are hundreds of similar projects then we have a chance of recovery," says Mr Rakowski.

He denies that all the loans made to Poland in the 1970s were wasted. In those years, 2,000 factories were modernised and 2.5m jobs were created. Now all new credits go on boosting production in areas such as food processing, where there are quick returns. It can be expected that Mr Rakowski will want to form a new government after the June 4 elections. Several of his ministers are standing for the new parliament and he expects Mr Mieczyslaw Wilczek, the industry minister, to be one of those who will win a seat. But failure at the ballot box will not disqualify a minister from continued service.

What will happen, though, is that more members of the other coalition parties and Catholics will be asked to join the government as well as take posts in local government and the diplomatic service.

"We have to significantly

reduce the number of posts held by communist party members," he says. It may well be that opposition figures will also be asked to take official posts.

"I want to put together the widest possible front of people running the country," he says, "but we'll see if the opposition will take up the offer or choose to stay as mere critics in parliament."

In the past eight months the government under Mr Rakowski has enjoyed considerable autonomy from the party. He says no economic decision has been taken by the Politburo for example, although each quarter the

'I want to put together the widest possible front of people'

communist party's top executive body does get a report of the government's activities.

At the same time relations between Warsaw and the Gorbachev leadership in Moscow are "ideal", Mr Rakowski says. "We now have the chance to arrange our system in accord with our national traditions." Indeed, he adds, the Americans are taking a greater interest in Poland's internal development than the Soviet Union.

Contact between the various socialist bloc countries are less frequent, Mr Rakowski suggests, than between western leaders at present. Each country in eastern Europe is going through a nationalist revival.

The Polish premier, who is still seen by Solidarity as one of its main opponents, says he is pleased that the union's leading figures now remain on good terms with the country's leadership, with whom, after all, they spent two months at close quarters during the Round Table talks. "I think it is a good sign that both sides have come to terms with the past and see the need to free themselves from mutual hostility."

But he criticises Solidarity's election campaign for concentrating too much on the past and not talking about the challenges the future will bring. Also, he complains, no one is talking about people working harder nor mentioning that reforming the economy will bring some hardship.

Mr Rakowski is critical too of the OPZZ official unions who continue to make demands. According to government figures 900,000 people have joined Solidarity since it was legalised last month. For the moment, too, the OPZZ membership is holding up. This is the case after the elections if Solidarity registers good results and its activists can concentrate on rebuilding their movement. But Mr Rakowski suggests that Solidarity will not again become the mass movement it was in 1981 when it was "a national rebellion against the way the country had been governed up till then."

Much has changed since then, he says, but present political developments are in a sense even more serious. "We're on a hell of a hairpin bend on which it's easy to come off the road or even hit a tree."

Christopher Bobinski

John Lloyd on the country's \$39bn hard currency debt

Much talk, too few decisions

EVERYONE has a word to say about the debt. At a packed election meeting in the Zoliborz district of Warsaw, Mr Jacek Kurco, the Solidarity veteran, tells his listeners he knows all about America "because I spent six days there" and warns them the US will not bail Poland out because it has a large enough deficit of its own.

Mr Wladyslaw Baka, the politbureau member in charge of economic affairs, calls the debt "a prime test of our political will." Mr Andrzej Olechowski, an official in the Ministry for Foreign Economic Relations, asks: "Why are the West Europeans not taking a lead on this? Why just words?"

Western diplomats, quizzed about what their governments will offer, say they do not yet know. When asked what President George Bush will announce on his forthcoming trip to Poland, after offering last month to support "sustainable new schedules" for Poland to repay its debt to the Paris Club nations and calling for "programmes that support sound, new, market-oriented policies", the diplomats say time will tell.

The problem, as laid out by the Mr Andrzej Wroblewski, the Finance Minister, is simply and horribly this: Poland's

hard currency debt amounts to \$39bn. Its rouble debt (to the Soviet Union) \$5.1bn. Of the \$39bn, \$22bn is owed to the Paris Club nations, \$8bn to the commercial banks and \$9.4bn in hard currency to the USSR. At present, Poland is dealing with the problem by not paying - or not paying all of - the interest and the capital. It has rescheduled its debt to the banks, and will from now on pay back some \$700m a year. Under the Paris Club agreement signed in December 1987, it should be paying back \$3bn a year; in fact, in the current year, it will probably pay back only \$500m.

Finally, separate discussions with West Germany are going on to settle the future of a separate DM/lnn loan. Mr Wroblewski could be forgiven for feeling beleaguered.

Since the situation is impossible, ideas abound. Mr Baka has floated the idea of carving the debt into three and asking for a moratorium on one part of it, for another part to be transferred into investment capital in the Polish economy and the last third to be rescheduled but, ultimately, paid. Mr Franciszek Galik, the chairman of the Planning Office, says that it would be possible to convert part of the debt to Continued on Page 4

PROFILE: LECH WALESA

Back from the political doldrums

ONCE MORE Lech Walesa is in the political limelight, confirming him in his role as one of the few Poles in a position to command the confidence of a majority of his fellow countrymen.

It has been a remarkable recovery from the doldrums of the last few years. The authoritarians seemed then to have the initiative and Mr Walesa's pleas for a return to the policies of accord continued to fall on deaf ears.

The turning-point for the 46-year-old electrician from the Gdansk shipyard - who has eight children and the Nobel peace prize - came last autumn when he appeared for the first time on national TV in a debate with Mr Alfred Miodowicz, the official union leader.

Mr Walesa was older and had put on weight since Poles had last seen him on their screens, but the passion with which he put the case for Solidarity's return rekindled the support he had once enjoyed.

From then on, the confidence expressed in him in national opinion polls, which had dropped in the middle of last year to some 25 per cent, grew to reach almost 60 per cent in January and 91 per cent in Krakow this month.

The past few years have shown how strong Mr Walesa's position is and to all intents

and purposes he looks fit to dominate the political scene for as long as he chooses - barring, of course, a return to martial law policies by the authorities.

For the moment Solidarity is concentrating all its efforts on the June 4 elections and, again, the list of candidates recommended by Mr Walesa looks set to sweep the board, further strengthening his position in

He may be tempted to reach for the country's top post in the future

the opposition.

He continues to stick to the moderate approach he had in 1981 and kept to throughout martial law. Now he goes out of his way to mollify official opinion, seeking to calm industrial unrest and reminding his followers that too radical an approach could provoke the establishment to use force. He argues that economic reform and the granting of equal rights in the private sector, are essential to Poland's economic recovery.

He answers his critics who claim that decision-making in the movement is undemocratic by saying that developments in the past few months have been so fast as to make consultation



Lech Walesa: his opinion poll rating has reached 91 per cent

impossible. He tells mass meetings that it is his task to re-establish the union and once that is done its members will decide about policy.

At these elections, he seems that General Wojciech Jaruzelski

will be chosen as the country's president for the next six years. But it is quite conceivable that Mr Walesa will be tempted to reach for the country's top post in the future.

Christopher Bobinski

FOREIGN TRADE

Competition on the increase

MR DARIUSZ Przywiczewski gives the impression - of being something of a buccaner. He took over the Universal Trading Enterprise in 1986 and has steadily enlarged its operations ever since.

He has raided the territories of other trading companies by selling agricultural equipment and computers, and he will be competing with western cars (Volkswagen). The heads of the other companies complained to the commerce minister, but got little joy because the minister took Mr Przywiczewski's side.

He has built up Universal's hard currency exports from \$62m in 1985 to a planned \$200m this year and hopes to continue. He says the languishing of Poland's foreign trade in the 1980s was due only in part to the effects of martial law, and as much, perhaps more, to "lazy people".

He is not content to define his job merely as trading. He seeks to attract foreign capital to share in the rebuilding of the Polish infrastructure. This, he says, has not been routinely replaced since 1976, when the last big foreign loans came in. He has founded the BIG bank (an acronym from its Polish full name) and is running for

On offer are cheap labour and tax holidays

the Senate. He is, by Polish standards, a young man (43) in a terrible hurry. He cannot be fast enough. Poland's decision to use exports as a principal engine of growth is having some success. But this is nothing like enough to cope with the problems.

Exports last year to the West totalled \$8.2bn, up 17.4 per cent on 1987. Imports stood at \$7.2bn, up 23.9 per cent on 1987 - a surplus of \$1.1bn. In the first quarter of this year exports were \$1.95bn, an increase of 83 per cent over the same period in 1988. Imports stood at \$1.65bn, also an 83 per cent increase, yielding a \$300m surplus.

The rouble trade is even more successful (though less valuable). Exports totalled \$1.2bn last year, with imports at \$0.8bn roubles - a surplus of nearly 1.2bn roubles. In the first quarter of 1989, exports exceeded 2.5bn roubles, while imports stood at 2.2bn roubles - the continuing fall in import value reflecting the falling price of Soviet oil. The current year's plan for the growth of hard currency exports is for an 11 per cent increase to \$9.1bn. By 2000 the plan is for sales to have trebled.

But the balances cannot address the overhanging debt of \$39bn. They are inadequate, indeed, to cope with the demands of the restructuring of the ageing Polish infrastructure will put on hard currency. Foreign trade, assigned priority and a hyperactive minister in Mr Dominik Jastrzebki, must bear a weight too great for its still-slight shoulders.

Enterprises are becoming more export-conscious, and have the powers to enter into the market on their own account, thus breaking the foreign trade monopolies. But they are starved of hard currency, and many more search vainly for a foreign partner than have found one.

Trade cannot be built up by Polish enterprise alone, hence the emphasis on attracting foreign capital which can, as Mr Przywiczewski recognises, both transform the technical level and make a profit on exports. Already, more than 700 mainly small "Polonia" companies, run by former Polish emigrants, are established in the country, attracted by a seven-year-old law which marked the first stage in economic reform. Now the ambition is to attract bigger fish, such as the Japanese company Asahi. A longed-for \$100m investment in a float-glass plant is a deal that is "all but" signed.

Mr Zdzislaw Szekul, a former export director for the Gdansk Lenin shipyard, and then for the Poznan engineering plant, was appointed in January this year to head up a new foreign investment agency. The brief was to clear away the entanglements in front of foreign investment.

Since January, he says, he has entertained 1,500 foreign visitors, received 270 applications to set up limited companies and signed 76 licences to do so. His legal instrument is the law on foreign investment. This is a dazzlingly liberal (for a socialist state) piece of work, which invites in foreign capital on the easiest of terms. He has had enough time in the job to sense its possibilities - and its problems.

These include: ■ Insufficient knowledge of the Polish market on the part of many of the foreign investors. ■ Differences in accounting standards which make it difficult to match Polish and foreign results - a problem now being addressed by the wooping in of consultants to act as intermediaries in the marketplace, explaining one side to the other. ■ The difficulties of valuing fixed assets because of the lack of a capital market.

■ The lack of finance, since foreign banks are still reluctant to lend until Poland reaches a deal with the IMF and the Paris Club nations on its debt, credits will be hard to come by. ■ The need for a more precise law on joint stock companies, and on taxation, both now under preparation. Mr Szekul sees the second as particularly important: it is designed to shift the burden away from companies, which presently pay tax on payroll, to individuals, who will be made responsible for their own tax payments.

On offer is cheap labour, much of it well trained and young; tax holidays of up to six years if investment is made in such sectors as electronics, building materials and food-stuffs; low price for fixed assets; and access to Eastern Europe, especially the Soviet Union. More than 100 companies offering co-operation with Western partners in almost any form of joint venture investment, technology transfer, supply of components, technical training and marketing expertise and access to foreign markets.

Most of all, perhaps, a chance to come in at the ground floor of a project, the marketisation of the Polish economy. If the project were to pick up speed, it could liberate inventiveness, enterprise and growth like a crushed spring.

John Lloyd

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POLAND 3

John Lloyd on the unique and fraught path of economic reform
An irreversible process

Economic reform is an irreversible process, and the government has no choice but to continue with it. The process is irreversible because it has been initiated by the ruling Communist Party, maintaining the level of social and public services, and keeping full employment. It is a unique and fraught process. Is the process irreversible? Yes - if only because no sufficiently powerful force in the country still believes in command socialism and so there would be no one to effect a counter-reformation. There is also no reason why the reform should succeed. It certainly will not succeed in the view of ministers, officials and the opposition. Unless it comes from above, though the reform process is now being pursued more vigorously by the government of Mr. Mięczyński Rakowski, it is not a thing of the past yet only. The Ninth Polish United Workers' Party congress of July 1981 adopted a programme on "Directions of Economic Reform", which gave guidelines for the first time to such market indicators as profit, price and interest rates. In subsequent laws passed later that year and in early 1982, laws on state enterprises and on foreign trade established the primacy of the financial result, of independent company activity, and of rights to conduct foreign trade. In July 1982, legislation was passed, permitting companies to be set up with foreign capital - so long as the foreign partner was of Polish descent (there are now over 700 of these so-called "Polonia" companies in Poland). A further joint venture law, which had little success, was passed in April 1985. The PUPW's 10th congress in July 1986 surveyed the rather meagre results - and, encouraged by the example of economic reformism in the Soviet Union, decided to quicken the tempo. A programme for the second stage of reform was passed through Parliament in February 1988, and still acts as the context within which changes are now made. The obvious difference between the first and second stage of the reforms is that the latter are inseparable from political, as well as economic,



Gustaw Wilinski, the former spokesman for Szczecin police and founder of Gustaw Securitas, one of the Eastern Bloc's first private police forces, with one of his guards

liberalisation. The constriction of the first stage within the period of martial law, during which a Western boycott saw trade decline and credits refused, has given way to a period in which the milestones of political reform are used as bargaining counters by Polish leaders on the world stage. It has, at times, seemed as though ministers were saying to the West: we have made the reforms you wanted, now give us some money. Democracy is being ushered in not so much on the back of popular pressure as on a tide of unpayable debt.

A relief from the pressures of debt repayments, and the extension of further credits, is the central anxiety. Mr Janusz Kaczurba, deputy minister of foreign economic relations, says: "Without credit it would be possible to 'carry' on with the reforms, but at a snails pace and that would be no reform. Without a safety net of foreign currency reserves the reform stands no chance of picking up speed, and thus succeeding."

The two important laws passed under the second stage of reforms in December last year - on economic activity and on foreign investment - have, in formal terms, established an environment within

which all enterprises, state or private, enjoy the same conditions.

Foreign capital can come in to Poland to form joint ventures, set up wholly-owned subsidiaries and repatriate all but 15 per cent of earnings in hard currency. Individuals should find a receptive ear in government, at the banks, and at local government level, to plans for setting up their own businesses. At the same time, controls on the price of hard currency have been lightened

It has, at times, seemed as though ministers were saying to the West: we have made the reforms you wanted, now give us some money

and foreign currency is now auctioned between competing firms. The benign effects of the reforms are coming through - but slowly, and in a thin trickle. More alarmingly, the reforms are using up foreign currency reserves with dizzying speed. Mr Andrzej Olechowski, head of the West European department at the Ministry for Foreign Economic Relations, says: "We're seeing the reforms enter into an area of great difficulty. Perhaps, on reflection, we shouldn't have done some of the things we did without larger reserves. The liberalisation of imports, and the auctions, are using them up very fast."

At the same time, the psychology of the country's managers and workers lags far behind the legislative changes. The habits acquired during 40 years of a command economy cannot be erased in a few months.

Mr Janusz Lucki and Mr Pawel Zielinski, who have opened a private bank of sorts in the textile city of Lodz, are examples of the new entrepreneurs. They say they find local councils unhelpful, customers over-demanding and staff fearful of change in work practices. Mr Franciszek Gaik, head of the planning office, notes that the "psychological atmosphere in management has often not changed - market in companies still look to us to solve their problems".

Money can be made in Poland by private capital: in the port city of Szczecin, Mr Zdzislaw Zniewicz is a sloty billionaire through his manufacture of half-moon glasses

and satellite dishes (to feed the hungry Polish media market). Mr Jerry Piskorz-Nalecki, managing director of Marine Consultants, handles half a dozen transnational contracts at any one time, with a team of 70 designers and managers working in shipyards and for shipping lines across the world.

In the same city, the pathology of economic freedom - increased crime - has bred in Gustaw Securitas one of the Eastern Bloc's first private police forces. Mr Gustaw Wilinski, the former spokesman for Szczecin police who founded the company last November, says that by that time, "it was beginning to be obvious that people wanted to buy security services... taking care of one's property should be the first care on one's mind - it's the same all over the world."

Yet such private enterprise is either small (Gustaw Securitas is run out of the ground floor of Mr Wilinski's house) or heavily dependent on individual talents (Mr Zniewicz is a formidable inventor, while Mr Piskorz-Nalecki was an international prize-winning designer for the state shipyard before setting up on his own in January 1983). "A lot of foreign capital is speculative," says Mr Dariusz Przywieczerski, general director of the Universal Trading company. "It's short term and it doesn't stay around." Mr Przywieczerski spends much of his time looking for longer term foreign partners to form joint ventures and help modernise Polish plants. He has had some success. A US company, as yet unnamed, is to take 52 per cent of the Romex bicycle plant, with the aim of producing a new mountain bike on modernised equipment.

The fear which stalks these reforms is of the Polish economy's inability to haul itself out of the trough between the end time looking for longer term foreign partners to form joint ventures and help modernise Polish plants. He has had some success. A US company, as yet unnamed, is to take 52 per cent of the Romex bicycle plant, with the aim of producing a new mountain bike on modernised equipment.

Says Mr Wladyslaw Baka, the academic economist who now heads up the PUPW's economic affairs from within the Politburo: "The problem is whether we shall raise ourselves up - or slide back down again." It is a real possibility, ever present in the minds of those who lead the Polish reform process.

The Society for Encouraging Economic Initiatives

Lobby with powerful allies

THE SOCIETY for Encouraging Economic Initiatives (Twig) may be small and fairly new, but it does have some powerful members. Its chairman, for example, is the present Prime Minister, Mr Mięczyński Rakowski, who founded it in the autumn of 1987 when he was still head of Parliament's lowly economic and social advisory council. An initial loan came from the outspoken Mr Mięczyński Wilczek, who went on to become industry minister in Mr Rakowski's government.

In contrast to the Opposition's free market pressure groups, the Society amounts to a reformist lobby within the establishment. Its stated aims are to encourage the growth of small enterprises, win them favourable tax conditions and defend members against discrimination by the state administration as well as industrial monopolies. It also offers consulting and legal services both to Polish entrepreneurs as well as Western businessmen looking for investment opportunities in Poland.

Since it was registered in February 1988 Twig has established 85 branches in the major provincial cities. According to

Mr Zbigniew Pleszewicz, one of Twig's organisers, many of its 3,000 or so members are young local party officials as well as government administrators eager to dismantle the old-style centralised economic system. "We gathered those who still

Car owners are being urged to compete with taxi drivers

believed that something could be done," Mr Pleszewicz says. The Society's critics, though, would argue that it provides an escape route for members of the establishment set on reforms while, at the same time, enabling them to pick up shares in companies along the way and use their political influence to compete unfairly with other enterprises. Members include ambitious industrial managers like Mr Witold Pyrkoos from the Teofilo textile works in Lodz who was recently promoted to the Communist Party Politburo, and Mr Witold Zaraska, from Exbud in Kielce, a fast-expanding construction company, who is standing for the Senate in

Christopher Bobinski on a free market pressure group

The case for Economic Action

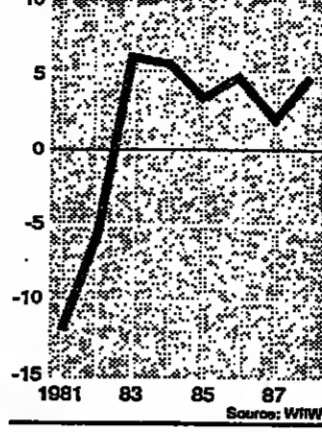
THERE IS still something of a dissenting air about free market liberalism within the Polish opposition, with Solidarity's economic thinking dominated at the moment by the movement's social democratic wing.

But Economic Action, an opposition pressure group set up earlier this year, could well soon turn into a more substantial political movement aimed at introducing market mechanisms and reducing the role of the state in the economy.

The group represents the various local free enterprise societies which have been

National income

Percentage change (1984 prices)



Source: WSIW

The group represents the various local free enterprise societies

springing up over the past two years. These have been set up mainly by people with Solidarity backgrounds in business, or with an academic interest in marketing or management.

The first impetus came in the early 1980s after support for underground activity under martial law began to drain away and some began to look to economic liberalism, rather

watched with dismay as at Round Table talks between the government and the opposition in February and March, Solidarity pushed for automatic indexation of wages to prices - a solution seen by Economic Action as inflationary.

But now its political significance seems likely to grow. Perhaps due to the position held by Mr Machalski, the manager of Solidarity's national election campaign, the group managed to put several of its supporters on to the

Economic Action could soon turn into a more substantial political movement aimed at introducing market mechanisms and reducing the role of the state in the economy

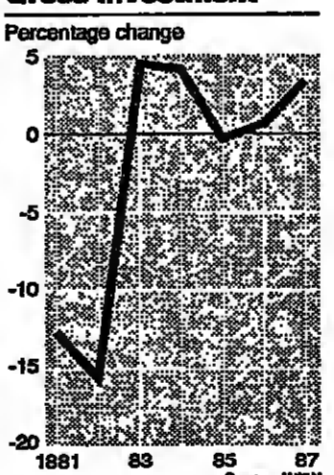
than a trade union-based opposition, as a solution to Poland's problems.

Founders of the group include societies in Warsaw, Krakow and Poznan and the group is headed by Mr Andrzej Machalski, who runs Unicum, a successful conglomerate of small companies originally founded by Solidarity supporters who, after internment, could not go back to their old jobs.

Before the election campaign got under way the group sought to influence government policies through statements, and at one point was even invited to a meeting with Mr Ireneusz Sekula, the deputy premier in charge of the economy, who told them that the government was open to any suggestion.

Gross investment

Percentage change



Source: WSIW

Members are keen to encourage Western investment in Poland

lishment of a strong small private business sector.

At the same time, it warns that control over such funds should not be in the hands of the authorities, who would use it to bolster faltering state enterprises. Nor, the group warns, should it be controlled by Solidarity, which is dominated by its working class supporters who could force the funds to be spent on consumption.

The group's thinking, rather, is moving in the direction of encouraging Western banks to establish branches in Poland and work in conjunction with Economic Action to finance development and privatisation of the economy.



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POLAND 4

John Lloyd examines attempts to change the face of Polish industry

Getting tough and turning to the market



Mr Jerzy Piskorz-Nalecki: plans to have no unions

INDUSTRY Minister Mieczyslaw Wilcek, when interviewed for the FT in March, was concerned to pose as a ruthless figure. He was cutting, and wanted to be seen to be cutting. Most dramatically, he had ordained the closure of the Lenin shipyard in Gdansk, his place of Solidarity and workplace of Lech Walesa. The state had no further use for it. If anyone wanted it, they could buy it.

Someone has bought part of it. Mr Jerzy Piskorz-Nalecki, managing director of Marine Consultants, a successful 70-strong design and consultancy group based in Szczecin, has teamed up with the Anglo-Polish group Duramint to buy one of the three yards within the Lenin complex. Mr Piskorz-Nalecki speaks in even harsher tones than Mr Wilcek. He plans to cut the workforce to 1,000, to raise productivity and to have no unions. Grumbling over the government's agreement to allow a plurality of unions, he says: "One union was bad enough." He admits workers will be free to organise unions - but notes he will also be free to fire them.

At the Warski shipyard in Szczecin, the deputy director, admits that the Lenin yard's closure had an certain mood - it was such a shock.

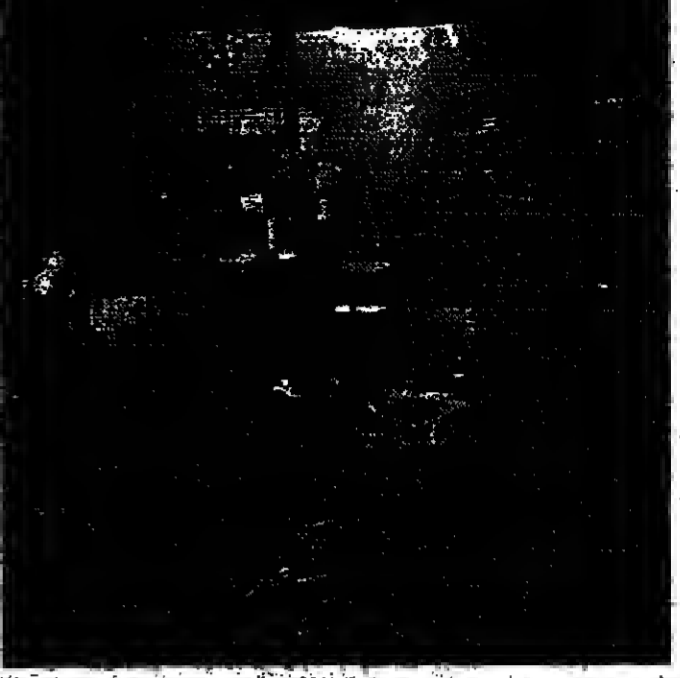
In this the new face of Polish industry? Is it to be the case that, just as Solidarity is legal-

ised, it is to find in a privatising management as large an enemy as the State has been?

There is no doubt that Poland's leaders take the view that much of Polish industry is ageing, uncompetitive, too heavy, often badly managed and frequently unproductive. Broadly, their solution is the market: a list is now being drawn up of state enterprises which will be "privatised": and foreign capital is being wooed in to assist in the modernising process. Up towards the month of the Oder and along the Baltic coast, custom-free zones are being established as a free-run economic zone, in which foreign industry will be granted greenfield sites which, together with the range of concessions developed by the government, is seen as a breakthrough area for foreign capital. The zone's vice president, Jan Stopyra, talks of interest from all over the world - particularly Austria (which is investing heavily in Poland, and whose banks tend to lead in project financing), Scandinavia and Japan.

They also talk of getting tougher. Though the recent copper workers strike was settled by a climbdown - with the workers getting most of the 50 per cent they asked for - other strikes in Lodz and Plock went faced down and crumbled. Senior government officials say the more inefficient coal mines will be closed - risking action from the miners, the most industrially powerful group in the country - and that food prices will go up sharply again after the election (around 30 per cent of state expenditure goes on subsidies). New laws, too, are being prepared to help the market along. A law on local government property will allow the often sclerotic regional and local bureaucracies more leeway in assisting local enterprise; a law on shares will clear the way for the establishment of a stock exchange; a law on tax will shift the responsibility for tax payment to the individual, away from the company payroll. So far, the "privatisation" of Polish industry has been limited. Many companies and banks are joint stock in form - but their shareholders are, in the main, other state enterprises, or co-operative workers, or the authorities. Shares will be offered to private individuals - but the amount of capitalisation which can be expected within Poland must be limited - on some estimates, to five per cent at the most.

Here, as elsewhere in the economy, there is a kind of hiatus as the problem of dealing with the debt grinds through international forums. It is not the case, however, that all parts of the traditional Polish economy are faltering. Shipbuilding at Szczecin, for example, the other centre apart from Gdansk on the Baltic coast, has picked up as world industry



Much of Polish industry is ageing and uncompetitive



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AGRICULTURE

The chance of higher yields and a more efficient future

FARMING in Poland is being viewed in a new light as it becomes absolutely clear to many that one of the keys to the political situation lies in resolving chronic food supply problems.

The country has always been one of Comecon's anomalies: the farming sector is 80 per cent in private hands. An attempt was made in the Stalinist period to collectivise the land but this was abandoned in 1956. The shift in policy was not accompanied, however, by any recognition of the need to spend more money on farming. Investment funds continued to flow in the direction of industry - and heavy industry, at that. At the same time, the authorities, egged on by hard-line neighbours like Czechoslovakia and the Soviet Union, continued to harbour the hope that the private farming sector could be reduced.

The results were disastrous, leaving in 1981 a fragmented system of private holdings, of which 80 per cent were smaller than 5 hectares. An ageing farming population, fearing their property would be nationalised, was unwilling to invest and modernise, even if government investment priorities had produced a flow of farming equipment.

The 1970 riots on the Baltic coast started by food price rises showed, however, that food was becoming a problem which could threaten the stability of the country. Compulsory deliveries of produce by farmers to the state were dropped, but little else changed. Meat production was supported by grain imports of up to 5m tonnes a year, mostly from the United States. This was paid for with loans which Poland is still struggling to service. Grain imports this year are planned at 3.5m tonnes and, in the event, will probably be slightly less.

After 1980 all mention of collectivisation was dropped and farm prices rose, at least for a time. At the same time, the number of large farms grew, and now almost 50 per cent of farming land is in units which are larger than 10 hectares. But still the farming lobby was too weak to force the government to invest in mechanising production significantly, while, at the same time, farming incomes began once more to lag behind.

At the moment Professor Josef Okuniewski, a farming expert, estimates that of Poland's 2.3m farms, perhaps 250,000, are "large and owned

sector if it is to recover. He is promising that production of a much-needed small tractor, in co-operation with an Italian company, will start soon. He is also looking to Western capital to help finance other projects.

Already Central Soya, the US company, is involved in a joint venture in which feed concentrates are produced in Poland, using Western technology, and paid for with meat exports. Also, a West German consortium is involved in financing mechanisation of grain yields in Poland and credit worth \$27m came in under the

The past few months have seen an unprecedented radicalisation among farmers

by well-educated and hard-working farmers". And if the government were to get its policies right in the next 15 to 20 years, this group could grow to half a million.

Indeed, for the first time for many years, Polish farming now stands a chance of a more efficient future. A leap to higher yields. Grain output is, for example, half of what it is in Western Europe. Moves to free farm prices will, in the longer term, polarise the countryside, which is over-populated anyway. The weakest will be forced to sell out or leave their farms over to a younger generation, and this will lead to the growth of large farm units. None of this will happen, however, unless the machinery, fertilisers and pesticides are there as well.

There is ground for optimism on the score since the new government has strong farming representation: the ministry is in the hands of Mr Kazimierz Oleszak, a Peasant Party (ZSL) member, who understands that funds and equipment must flow into the

scheme last year. Ranpol, a joint Polish-West German venture, is starting up production in Poland of spraying equipment that had previously imported. Projects like this will further improve Poland's food trade surplus.

Political developments in the countryside will also add weight to Mr Oleszak's plea as he bargains with his government colleagues for those funds.

The past few months have seen an unprecedented radicalisation among farmers as protesters against higher taxes and falling incomes swept through the country. In some places, notably in the east, farmers actually refused to deliver produce to the state. At mass meetings they gave vent to their frustrations: they protested that they were being treated by local officials like second class citizens, and that they had to suffer a lack of commonplace urban amenities such as running water and telephones.

Indeed, in 1981 rural solidarity was weak and the coun-

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Much talk but too few decisions

Continued from page 2

allow us to carry out certain strategic goals in some sectors of the economy." Within the Ministry of Foreign Economic Relations, a proposal has emerged that repayments on the debt total no more than 15 per cent of hard currency exports - or some \$1.3bn, half of the present total.

The terms are of the essence. In talks with Polish ministers, the IMF has pressed for a programme of deflation which, thinks Mr Andrzej Olechowski, would mean a drop in living standards of between 5 and 10 per cent; a situation he regards as impossible to tolerate - as do all other Polish officials interviewed.

All agree that inflationary wage settlements cannot be sustained - yet they continue. Prices of all goods and services rose by 75 per cent in the year from March 1988 to March 1989 - while wages rose by 52 per cent (the average monthly wage is now Zloty 87,500 a month; that is, on the premium rate of exchange now offered by the banks, about \$22. No wonder cheap labour is one of the main selling points of the reformers. The spiralling pressures enterprises being charged more for raw materials and components, charging higher prices, and workers, who demand higher wages, which chase goods whose stock is not increasing as fast as money - are spinning Poland towards hyperinflation.

A Polish minister, on a recent trip to Israel, spoke to Mr Yitzhak Modai, who had been minister of finance in 1985 when Israel's inflation reached 450 per cent. How did he bring it down, the Polish minister wondered. He was told: first, by making sure everyone grasped the seriousness of the matter. Second, by getting a working bargain with the unions. Third, by having a standby credit (in Israel's case, of \$2bn, supplied by the US).

None of these conditions have yet been won in Poland; yet until they are, the IMF is unlikely to give its approval to rescheduling arrangements, the all-important Eximbank unlikely to re-admit Poland as a client and the credits unlikely to flow. Rigour - even greater than that experienced today - looks like being the cold dish Poland will have to eat for years.

The overhang of debt has not, however, paralysed the will or the activity of the financial authorities. The banking system has been and continues to be one of the National Bank have come nine commercial banks, which now compete for custom with varying interest rates: these co-exist with two PKO banks, one for savings, another for hard currency. The Finance Ministry is keen on selling at least 50 per cent of the state's shares in the PKO hard currency bank to the public and to foreigners in order to build up its capital.

Private banks are now welcomed - but only one has so far appeared, and that is a curious venture. It is the Lodzki Bank Roswoju, founded by three friends - Mr Janusz Lucki, Mr Pawel Ziejniski and Mr Maciej Lespeta - and opened for business as a joint stock company in the textile city of Lodz in September last year. Its shareholders, mainly Lodz enterprises, put up a capital of Zloty 1bn, increased to Zloty 5bn in January of this year: this capital, say the three founders, is usually lent on a short-term basis to companies in Lodz who find themselves with cash flow problems because of the difficulty of getting credit from the state banks.

Mr Lucki, the president, says that "we have so far advanced

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As trade union pluralism becomes fully established, enterprise managers dread an upsurge in militancy, writes John Lloyd

Solidarity has a rival in the fight for workers' rights

POLAND IS alone among communist countries in having a trade union pluralism. The eruption of Solidarity in 1980, its stubborn underground existence throughout the 1980s, its rapid adoption as a bargaining partner for the government early this year in the face of a deepening economic and political crisis and its final legitimisation in April, have stamped unique patterns on the nature of democratisation in the country: one commanded by a mass organisation, from below.

But that merely begins the story. Solidarity was never just a union; it was and is a diverse social, protest movement: a national expression of dissatisfaction with the nature of the rule of the Polish United Workers' Party and the conditions under which it was exercised. In opposition to a totalitarian order, it had an unmatched moral initiative and the adhesive power of emotion and hope on its side: a partner, part-opponent in a new

"system" of semi-democracy, seeking to bed itself down in the febrile conditions of economic crisis, Solidarity faces its most formidable test. So, too, does its competitor.

It seemed the official union was stumbling towards decline

as it must now be reckoned: the Ogólnopolskie Porozumienie Zawodowców (OPZZ), the confederation of factory-based unions reformed from the old official unions after the first Solidarity challenge.

At first sight, it is in the unenviable position of the collaborationist, who finds that the authority with which it has collaborated is making a deal with the former enemy — and that is part of the truth.

When Mr Lech Wałęsa had

the upper hand over Mr Albert Miodowicz, the OPZZ President, during the TV debate which started the Round Table process, it seemed to many that OPZZ was stumbling towards inevitable decline: an impression strengthened by observing the OPZZ siding up to the Party hardliners during the Round Table talks, speaking darkly of the perils of reform and the backlash it would unleash.

Professor Jan Muiżel, one of Solidarity's leading economists and a participant in the round table, noted that tendency but now says that "it seems they have realised that to be a taker and will follow a populist line, making demands for their members which the enterprise or society as a whole cannot meet — but that can have some success." This move, indeed, was marked by Mr Miodowicz himself. In a speech he gave at the conclusion of the Round Table talks, when he warned that "we cannot agree that those who bear the consequences, not of their making, of a bad system and bad policy, are the only ones to pay for their removal."

Mr Romuald Sosnowski, OPZZ's vice president, points up the new strategy in his office in the confederation's door building in the centre of Warsaw. He represents OPZZ as a fighter on behalf of workers' rights; for an increase in the miserable incomes of pensioners and invalids; and shows some pride in having won a case in court, against the government, to protect a social payment to pensioners the government had wanted to scrap; and he cannot forbear to say that "here it was a bit surprising that our colleagues from Solidarity were not interested in this case, so important as it was to so many people — but perhaps they are not yet pensioners."

The comment, and the actions of OPZZ, may point to a healthy development of union emulation — vying with each other to provide better services. That will, of course, be part of the new terrain. The other, which enterprise managers say they dread, is that the competition will take the form

of emulative militancy, common enough in multi-union settings in the UK, Italy and France, where the unions will seek to attract members and fees through the extremism of their wage and social demands.

Both, as signatories to the Round Table agreement, deny vehemently that is their intention. But in the mid-May strikes at the copper mines near Legnica in Silesia, both

OPZZ and Solidarity activists were involved at local level, acting against the expressed advice of their national leaders — thus adding to the dual-union problem the worse vision of unions who lack discipline from above. It is such moments as the copper miners' strike that the nightmare, common to both Party and Solidarity leaders, of a new revolt from below which is incoher-

ent but enraged, finds its root.

Says Mr Andrzej Machalowski, the successful private businessman who runs Solidarity's national election office: "A populist movement could come because people are tired of promises and of nothing being delivered... there could be a situation in which there was an outburst of popular resentment. It would be a spontaneous movement from the

working class, producing its own leaders."

Something a little like that already exists: it is Fighting Solidarity, the group which has broken with "official Solidarity" because it believes Mr Wałęsa and his group has compromised too much in talking to, and agreeing with, the government.

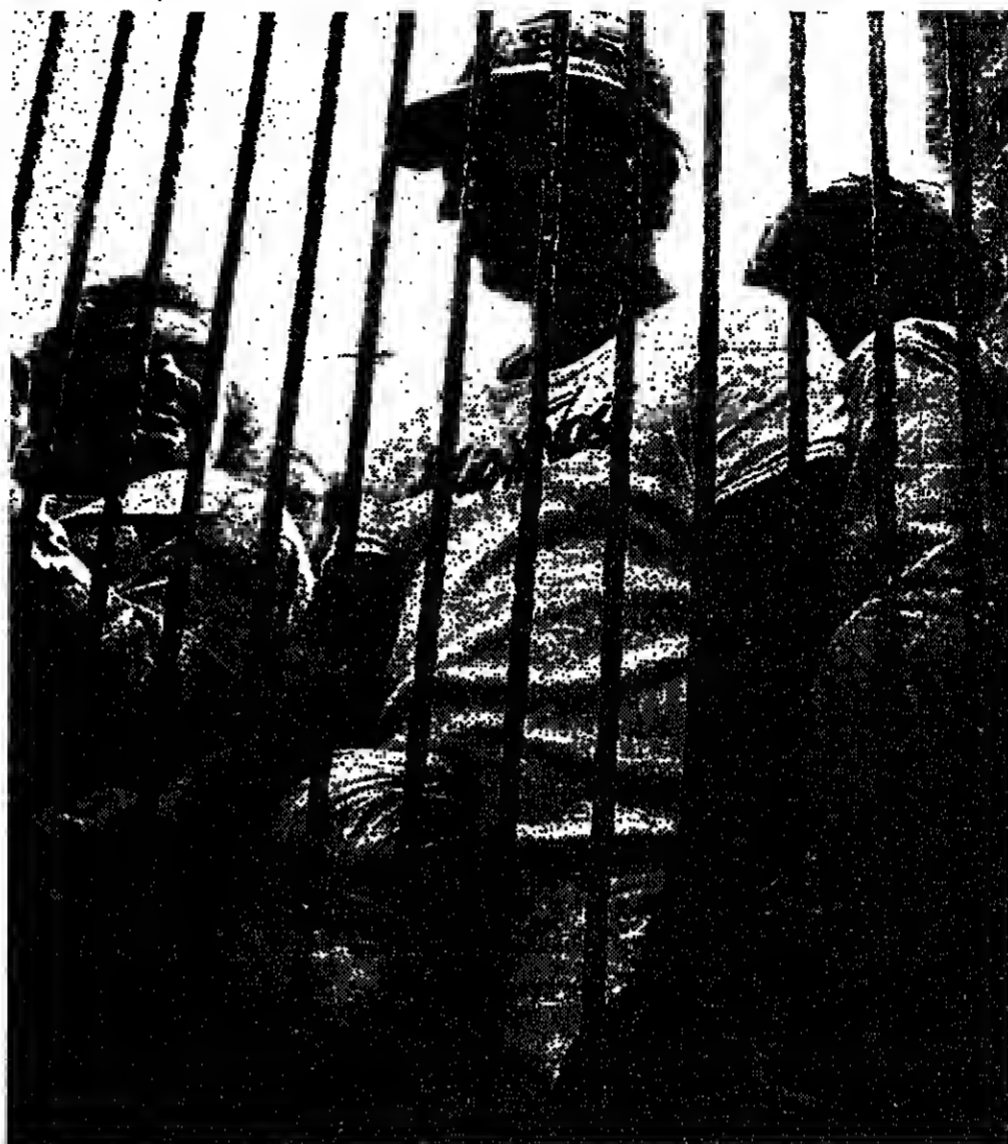
In the Szczecin shipyards on the mouth of the Oder, the Party secretary in the Warski shipyard, Mr Jerzy Kasak, sounds a little unctuous when he notes that Solidarity is more concerned with its internal struggle with Fighting Solidarity — led by a former comrade of Wałęsa's and the founder of Solidarity in the Warski yard — than with developing a partnership with the management; but Ms Dorota Jasina, one of the leaders of Solidarity in the city, admits that the split is deep and at present unbridgeable. Solidarity has taken a gam-

ble: that it can help further, and benefit from, the steps towards democracy which the reform group within the Party now promotes.

In the process, it will, of

The nightmare of a new revolt from below has taken root

necessity, develop a political party structure within the senate and the Sejm (lower house) where it will win seats. Some — such as Ms Jasina — think it will be able to develop an organic link between its industrial and political wings, rather like British Labour (which is presently travelling in rather the opposite direction). Others believe it will cede the ground industrially as it becomes a political movement. No one knows, or can know.



Solidarity supporters gather in Gdansk; their union has taken a big gamble

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THE PRIVATE SECTOR

Entrepreneurs discover that small can be beautiful

MR ZBIGNIEW Kolanko's private company is not large, and he has not run it long, but already he has had to face a strike and has ended it on his own terms. "It was a strange feeling, since in 1980 I'd been on the other side in Solidarity at Kowent in Kielce province where I used to work," he says.

Mr Kolanko, a 41-year-old mechanical engineer, is producing industrial air filters, which is what he had done at the state factory at Kowent. He set up his own business in 1988 and this year was exhibiting at Poznan's environmental fair. Backed by 12 employees, his sales last year reached a value of Zloty 4m. By August he is planning to employ another 40 workers and later expand to 100. This year he expects the value of his sales to reach Zloty 200m.

"My customers for the larger items are friends from factories who knew me in my Kowent days. They come to me when Kowent can't supply their order fast enough," he explains.

If Mr Kolanko is planning to expand, Mr Andrzej Kumor, a construction engineer, has come the other way. In the 1970s he was responsible for the building of the Elana chemical fibre works in Torun — a prestige project. Later he ran the construction of the giant power plant the Poles were building in Franesov in Czechoslovakia. Since the mid-1980s he has had a private building company employing 15 men and he agrees that small is beautiful.

Both men represent a fast-growing private sector which is providing opportunities to many to win independence of state employers and make more than a decent living at the same time.

The private sector only just survived the Stalinist period. It thereafter stagnated with many businesses no larger than the owner and maybe a pupil providing services. Its existence was regulated by the local administration and there was little competition, which meant high incomes in some cases but also utter dependence on local officials. At the same time the sector was exposed to the vagaries of government policies which at times sought to encourage development, and at others clamped down.

The official climate towards the sector began to change in

'There is still about three times as much bureaucracy as there would be in the West'

the mid-1980s when private co-operatives began to be set up and later, thanks to relatively simple pre-war rules, even joint stock companies came into existence, prompting observers to suggest that the developments amounted to rise of a "new entrepreneurship" in the country. Many of the new companies concentrated on importing computers and components to be assembled in Poland and used private hard currency savings to finance an effort which has helped bring home computers into the country on a major scale.

But the move into the private sector had started some time before. The number of private businesses grew from 367,000 in 1981 to 482,000 in 1985 as people abandoned the state sector after the imposition of martial law. In 1987 4.7 per cent of production came from the private sector, while in 1989 the figure had been 2.3 per cent. In 1987, a third of all services were being provided by the private sector. Seven years earlier the proportion had been only a quarter.

Important changes, though, came in at the beginning of this year when a new enterprise bill permitted anyone to

start up a business by simply registering with the local authorities. Ms Ania Labowska, who took advantage of the law to turn her hand to Chinese cooking, says: "There is still about three times as much bureaucracy as there would be in the West, but I can't imagine how I would have managed under the old rules."

In the first three months officials report 126,000 registrations with 13 per cent declaring trade as their major activity and most of the rest going into some form of production. At the same time, the upper limit on employment in private business (50 per shift fixed in the 1940s) and taxes were also reduced.

Government officials like Mr Mieczyslaw Wilczek, now Industry Minister but until last year a private businessman, say they want the sector to grow not only through the setting up of new businesses but also through the expansion of existing units. The not too distant future may also see a growing interest in raising

funds through share issues and the development of a stock exchange trading not only in the shares of private companies but also partly state-owned ones.

The new private companies are also moving into foreign trade and looking for joint venture opportunities, not only as a source of Western capital but also as a way of getting easier tax conditions at home.

Nadburze, a small new private company which has been producing doors and windows for housing construction, is exploring the possibilities of going into a joint venture with a West German company talking of investing several million D-Mark and taking advantage of the Polish partner's trading contacts in the Soviet Union.

Indeed Mr Zdzislaw Skakuj, the head of the government's investment agency, says that often applications prepared by private Polish companies for joint ventures are more competent than state sector efforts.

Christopher Bobinski

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POLAND 6

Christopher Bobinski looks at tourism and private trade trips

Special interest groups grow

POLAND is not a mass market for tourism, but it does bring hard currency earnings of about \$150m a year. The country is not unattractive. The mountains in the south provide scenery in the summer and skiing in the winter and in the north-east the Masurian Lakes offer a vast area of still relatively unspoilt woods and clear water for sport and recreation. Also, once the visitor has paid for accommodation at the official exchange rate of Zloty 700 to the dollar then the rest of his expenses, at the now quite legal free rate of nearly Zloty 3,500 to the dollar, must make Poland one of the cheapest countries in the world. The bulk of foreign visitors, though, are from special interest groups - Poles living in the US and elsewhere who arrive in search of family roots. Indeed, one of the reasons why Lot, the Polish state airline, was finally prompted

into spending \$170m on three Boeing airliners for its transatlantic route was the prospect of losing the business of US tour operators wary of Lot's Soviet-made aircraft. There is also a growing trickle of Jews from Israel and the diaspora anxious to commemorate the victims of the Holocaust. Another large group of visitors (332,000 in 1987) are Germans many of them wanting to revisit their former homes in the territories that passed to Poland after the war. There is a serious shortage of hotel accommodation. Warsaw alone is estimated to need 5,000 more beds, and hotel development is one of the areas in which western investment is taking place. Near the city's main railway station, a Holiday Inn being put up by Warimex, an Austrian company, is soon due to be completed. Across the road the Lotair terminal and Marriott Hotel joint ven-

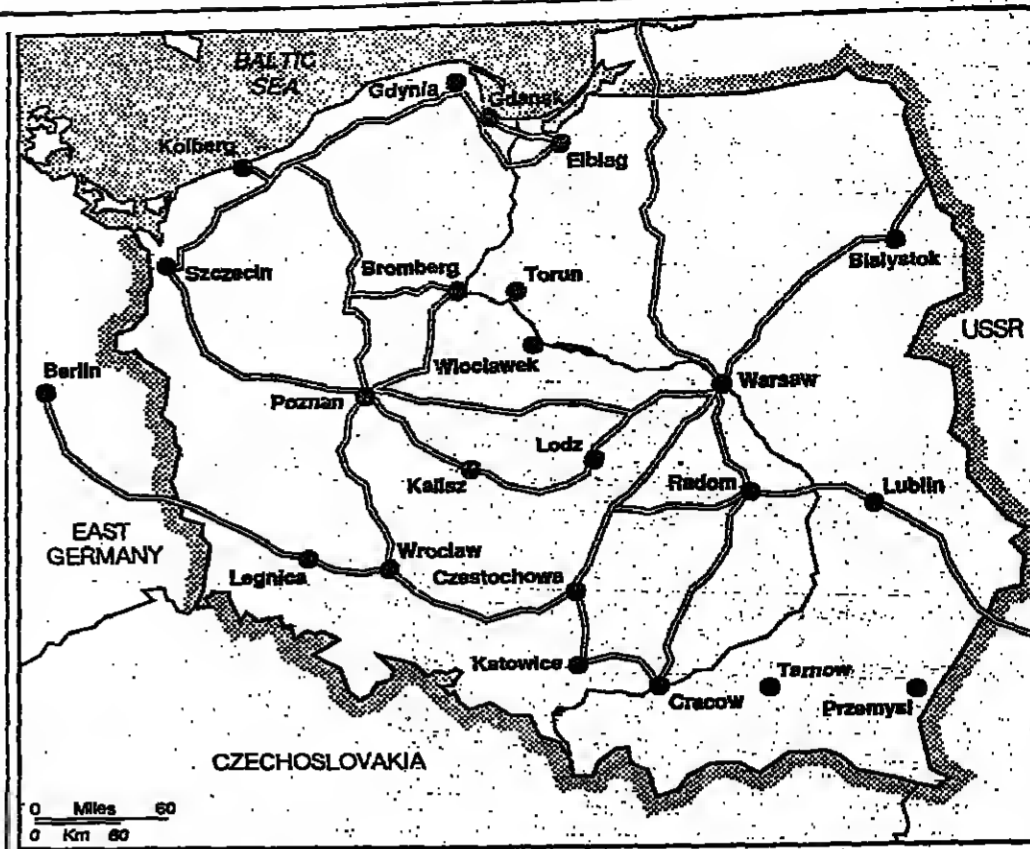
ture is, following a chequered history dating back to the late 1970s, also nearing completion. Orbis, the state-owned tourist operator has an agreement with Warimex for a further nine hotels - the next one in the mountains in the south-west and another one in

country's economy. The beginning of this year saw a liberalisation of passport regulations which means that, in effect, Poles can now keep their travel documents at home and not have to hand them in after each journey. As a result, the queues this year have grown outside western consulates, four-fold in some cases, to the despair of harassed visa officials. West Germany, Sweden and the United States are favoured destinations for young men who go to work illegally for months at a time and come back to take advantage of the standing of the dollar on the internal market. The Polish PKOSA bank branch in New York is transferring \$1m-worth of savings home each day, for example. Traditionally, the level of hard currency savings in Polish banks dips before the summer but rises above the pre-holiday level afterwards. Another source of tourist

income is the private trade trip. Turkey is a favoured trade route with plane loads of private individuals bringing back denim clothes for sale at home. Trading parties have also been sighted as far afield as Peru and that country's embassy also reports a growth in interest in visas by Poles. Weekend trips to West Berlin to sell food items in the streets have become notorious. But other travellers are more ambitious. A fairly typical week-long round trip by car would see the traveller taking cheap clothes, cosmetics and, perhaps, some car parts to the Soviet Union. There he could sell some of his goods and buy, in return, gold and, say, cotton. Then in Hungary he could sell the cotton and buy in exchange US dollars on the black market. Then on his return home the hard currency and gold can be turned into Zlotys and the trip repeated.

Warsaw alone is estimated to need 5,000 more beds

Warsaw. Also, talks are continuing with Trust House Forte about jointly developing the venerable Bristol Hotel in the city centre, renovation of which shows every sign of being bogged down at present. Just as western tourists in Poland are a source of hard currency, so Poles travelling abroad in ever-larger numbers are also helping to bolster the



On the verge of a new era

Continued from Page 1 has had far real development. The government could fail as a result of the election; but there is a safety net for the regime. It seems clear that General Wojciech Jaruzelski, the communist leader, is destined for the post of president. This is a new institution with powers on the French model, designed if the need should arise to secure the country's adherence to the Warsaw Pact and the communist establishment's position. The authorities feel that, given the much freer political debate that will now be heard in both houses of parliament as well as the liberalisation of the media, such safeguards may be needed. Greater freedom could, in the next few years, lead to major shifts among the political groupings on both sides. Warsaw political circles speculate that the communists could split into a social democratic wing and a hardline grouping. The now-subordinate Democratic Party (SD) and the Peasant Party (ZSL) could attempt to take advantage of the fact that the communists will only have a majority in parliament's lower chamber with their support and try to break

for independence. The Solidarity leadership will do its utmost to keep its parliamentary group in line and voting as one block. But that too could change: a handful of the 261 candidates are supporters of the right wing free market groups like Economic Action, which on many issues are sympathetic to present government policies. Farmers Solidarity, which will also be represented in parliament, could decide that rural interests were being insufficiently defended by Wlasa's economists and strike out alone. So Solidarity faces some serious policy debates in the coming months, which could lead to further splits. The most important debate is how far the movement will be a reforming political group and how far a trade union pure and simple - and on that there is no consensus, nor can there be until the Solidarity group in parliament has a chance to show what it is made of, and whether or not a workable relationship can develop between it and the movement in the country. The composite picture is at different times exhilarating and horrifying, full of hope and shot through with despair. Encumbered with foreign debt,

still trapped in the dying coils of state planning, with increasingly desperate pressure on the political establishment - and that is coming to include both the authorities and Solidarity - to improve living standards - Poland feels like a pressure cooker with an inadequate valve. The attempts to introduce market mechanisms, applauded wildly in the West, risk meeting fierce resistance from a population ill-prepared to accept the loss of social security and glaring inequalities such change could bring. Freedom, even partial freedom, has given greater space for protest, but has not yet developed a political balance. And yet... we are seeing a political marvel. The first real fruits of a struggle which Solidarity launched almost a decade ago are ripening in law, in legislative chambers, in polling stations, in workplaces, in the media and in people's minds. For all that it is broke, weary and daunted by the distance to travel to gain some sort of equilibrium, Poland, for so long the battleground, the pawn and the possession of larger forces, has a chance to shape itself anew.

EVEN officials no longer deny that Poland is one of Europe's most polluted countries. Mr Andrzej Kassenberg of the Independent Ecological Club goes further and adds Czechoslovakia and East Germany, calling the three Comecon neighbours "ecology's Bermuda triangle". These days, in contrast to the 1970s when the subject was taboo, ecologists can marshal even official statistics to support their case for a re-orientation of economic policies. The list is frightening. Poland has 27 areas officially designated as "ecological danger zones". These include the industrial districts of Silesia as well as Krakow, where the Nowa Huta steel-works dominates the city, and the Legnica copper mining and smelting area. The 27 zones cover 11 per cent of the country's surface inhabited by 95 per cent of the population. The cost to the economy from pollution, including health care, corrosion and wasted raw materials, is estimated at between 10 and 20

ENVIRONMENT

Ecology 'danger zones' designated

per cent of the national income. Many rivers and lakes are polluted, sulphur dioxide hangs heavy in the air, trees are dying and each year 150m tonnes of industrial waste is added to the national 1.5bn tonne rubbish heap. Given the problems, it is not surprising that ecological protest movements are developing. There are even fledgling "green" parties and myriad local groups devoted to single issues such as fighting plans for an atomic power station at Klempcz near Poznan. A handful of ecologists looks likely to be elected to parliament in the June 4 elections from the Solidarity list. Mr Mieczyslaw Rakowski's government is also giving the subject high priority. Even before spending was going up, Zloty 109bn was spent on environmental protection in 1987, an increase of 35 per cent on 1985 in constant prices. Now some 3 to 4 per cent of the annual capital investment budget goes on pollution control, with efforts being concentrated on sewage treatment

works, air filters and land reclamation. Obviously it is not enough. According to Mr Kassenberg the share of spending would have to go up to 12 to 15 per cent of the budget for the effects to begin to be visible. But even where the money is available, throwing it at the problem may not be enough. Ecology was one of the subjects brought up at Round Table talks between the government and Solidarity earlier this year. Both sides agreed that future development could no longer take place at the expense of the environment. Ecologists recognise that implementation of market orientated reforms will do a lot to help, simply by forcing greater utilisation of resources. But they also insist that reforms will have to include tougher anti-pollution rules backed by an "environmental police" unit and a strong environment ministry. Evidently companies will still fight shy of installing costly environmental protection equipment. Symptoms that the race for profit could prove harmful are also appear-

ing with cases of some of Poland's new private entrepreneurs agreeing to import harmful waste from the West, shipping it through customs and then dumping it even on municipal rubbish sites. As elsewhere in the Polish economy, some hopes are being attached to the prospect of western aid, with the Poles looking at dollar debt conversion into Zlotys as a way of raising funds. For the moment, western business interest appears small with 30 mere handful of companies represented at Poland's first Poleko fair in Poznan last month. Opportunities, however, are endless. Poland's growing mound of unprocessed industrial waste is surely a source of much potential profit. In another field, Polish, a western-owned, Polish-based company which is specialising in sewage treatment installations for domestic needs, is expanding fast. Its chairman, Mr Stanley Adamski is a prime mover behind the semi-private Poleko foundation - which wants to act as a conduit for

western funds. The Swedes, worried about the Baltic which is being polluted by Poland's Vistula, are looking at schemes for cleaning up the river which would require funds worth \$1bn. Environment Minister, Mr Jozef Koziol, visited Sweden this month and presented Polish government proposals to convert part of its \$1m-worth of Swedish debt into Zlotys for environmental purposes. West Germany is also interested in the subject and some of the 1975 DM1bn "Jumbo" loan which seems set to be converted into Zlotys could also be spent in the same way. The US government Environmental Protection Agency has also shown interest in Poland's pollution problems, as have such groups as the World Wildlife Fund. What is needed, though, is the establishment of western companies in Poland producing environmental protection equipment. Christopher Bobinski



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